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Job Enhancement
Advisory Committee

GETTING RESULTS

Progress Report

Job Enhancement Projects

Funded as of March 1993

One of the Premier's Nursing
Initiatives in Alberta

Alberta
HEALTH

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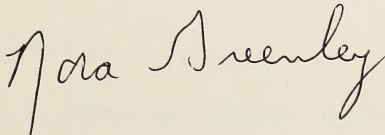
April, 1993

The Honourable Shirley McClellan
Minister of Health
127 Legislature Building
Edmonton, Alberta
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Madam Minister:

It is with great pride that I present the final Job Enhancement Fund Progress Report: *Getting Results II*. The 207 diverse projects described in this report were funded over the past four years as one of the Premier's Nursing Initiatives. These projects reflect the energy and commitment of thousands of nurses and their colleagues who have worked together to improve health service delivery in the province. This document will be a valuable resource for health professionals as they pursue new practice models in this rapidly changing environment.


Respectfully submitted,



Nora Greenley
Chairman, Job Enhancement
Advisory Committee

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Job Enhancement Advisory Committee
Progress Report: Getting Results II

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MESSAGE FROM THE ADVISORY COMMITTEE

Background and Introduction

The Job Enhancement Fund was one of the Premier's Nursing Initiatives first announced in December, 1988 in response to quality of worklife concerns of Alberta nurses. It was a four year initiative with two million dollars per year made available to fund pilot projects, on a cost share basis, in hospitals, nursing homes, health units and mental health clinics.

Members of the Job Enhancement Advisory Committee were appointed by the Minister of Health in May, 1989. The first meeting of the Committee was held in June, 1989 and a Call for Proposals for consideration under the first two years of the fund was released that September. Since then, the competition for available funds has increased as has the calibre of proposals submitted. A record number of proposals were received for consideration in the final year of the fund.

This report provides a brief summary of the purpose and status of every approved project. The report is divided into two major sections: Completed Projects and Projects in Progress. Within each section the project summaries are organized under the Issue category that best reflects the overall purpose of the project.

Number of Job Enhancement Projects Funded by Issue Category			
	1989-91	1991-92	1992-93
Issue	(2 years)	(1 year)	(1 year)
Decision Making	5	5	8
Team Building	1	11	26
Professional Recognition	58	33	20
Childcare	4	1	1
Workload Control	3	1	0
Stress Management	5	7	6
Scheduling	3	1	0
Safety	4	1	2
Non-Nursing Duties	1	0	0
	84	60	63

Changing Worklife Issues

The Job Enhancement Advisory Committee received in excess of 550 proposals over the four years of the fund. Well over 50 percent of these proposals were requests for staff education programs (professional recognition) to maintain current knowledge and skills to address changing patient needs. Requests for staff education programs ranged from basic needs such as orientation of new staff, CPR training, emergency nursing skills, and patient assault response training, to programs that would address more advanced nursing skill requirements.

The Job Enhancement Advisory Committee established priorities for the final two years of the initiative which resulted in a shift in funding from staff education projects (professional recognition) to team building projects and new decision making models to help sustain change. However, staff education has persisted as the major quality of worklife concern for nurses as evidenced by the types of proposals received. Similar needs appear to be emerging (across agencies, particularly rural) in response to the rapidly changing health care environment.

Although the Committee has been quite flexible in its definition of what constitutes job enhancement, certain proposal development criteria have been increasingly emphasized in the Call for Proposals and more heavily weighted in the proposal review criteria. In particular, the requirements for evidence of nursing staff participation in the priority setting of job enhancement issues as well as evidence of broad organizational consultation and support (beyond nursing) for the submitted proposal were emphasized. Another criterion which became increasingly important was that of universal application: the development of materials, processes or products that can be made readily available to others at a limited cost.

The Advisory Committee has attempted to be sensitive to the rapid changes occurring in the health system. This resulted in a Call for Proposals for 1992-93 that, in addition to the priorities noted above, also included themes related to the impact of the current economic climate and rapid changes occurring in the health system on the role of the nurse and other health care disciplines. Many of the current funded projects in progress address changes in patient population needs as well as changes in methods of care delivery.

Other Activities of the Advisory Committee

In addition to coordinating the implementation of the Job Enhancement Fund, the Advisory Committee also had the mandate to advise on any other nursing related matters referred by the Minister of Health for the Committee's consideration. Earlier, the Advisory Committee provided advice to Alberta Health staff on the implementation of nursing relief hours and earmarked funds in hospital budgets. More recently, the Advisory Committee initiated a study of trends in nursing resource use which is currently in progress. A final report is anticipated in June, 1993.

An external evaluation of the impact of the Job Enhancement Fund, from a broad provincial perspective, is currently in progress. The evaluation builds on the objectives and priorities set over the four years of the fund. All funded project participants will be surveyed. A preliminary report with recommendations will be presented to the Advisory Committee in June, 1993.

There has been an ongoing commitment to promoting the publication of project results. Over twenty Job Enhancement funded projects were selected for presentation at the February, 1992, Alberta Healthcare Association, Quality of Worklife conference in Calgary which the Job Enhancement Advisory Committee cosponsored. Provision has been made for Advisory Committee cosponsorship of the 1994 Alberta Healthcare Association, Quality of Nursing Life Conference.

Future Directions

The Advisory Committee has considered strategies that would sustain the benefits of the Job Enhancement initiative beyond the life of the fund. Examples of such strategies might include: a resource centre for identifying and sharing expertise and information related to quality of worklife, a clearing house for the maintenance and distribution of material developed through Job Enhancement grants and educational outreach programs. This work will continue to be pursued with stakeholder groups taking a lead role.

Acknowledgements

The richness of content of this report derives from the summaries of funded Job Enhancement projects. We acknowledge the valuable contribution of the many nurses and their colleagues from across Alberta who responded to the Call for Proposals. That many worthy projects were unable to be funded suggests a continuing need to address quality of worklife concerns.

The Advisory Committee also acknowledges: Alberta Health staff for their excellent advice; project staff for their outstanding support; Ms. Marlene Meyers, the first Chairman of the Job Enhancement Advisory Committee, for her talented leadership; and Ms. Nancy J. Betkowski, former Minister of Health, for her wisdom and guidance.

COMPLETED PROJECTS

Issue: Decision Making

Alberta Children's Hospital, Calgary

Funded: 1989/90 Grant: \$9,600
Completed: December 1992
Title: *On-Site Leadership Development Program (#143-03)*

This program was designed to enhance leadership expertise, to improve problem-solving and communication skills, and to enhance role clarity among nurse leaders at the hospital. Three day long workshops were offered including such topics as; leadership and management styles, communication skills, critical thinking, problem solving and conflict resolution. A variety of videos addressing leadership issues were purchased. These resources are being used in management orientations, charge nurse seminars, and by staff nurses as they explore alternate roles. An evaluation was completed using formative and summative methods. Recommendations for future directions were considered and an ongoing commitment to leadership development was established. One particular 4-hour workshop addressing issues in conflict resolution and stress management has been incorporated into the curriculum of educational activities and is now offered yearly.

Bethany Care Centre, Airdrie

Funded: 1990/91 Grant: \$10,645
Completed: February 1992
Title: *Leadership Training (#472-01)*

This project was designed to provide leadership training for nurses in long term care. The Centre implemented a Quality Assurance Program which involved nurses and care aides in the development of goals, policies and procedures. Through the quality assurance problem-solving process, nurses were able to develop or improve their problem-solving skills, and their ability to monitor and evaluate the results of actions taken.

Bethany Care Centre, Camrose

Funded: 1990/91 Grant: \$37,815
Completed: June 1992
Title: *Quality Circles (#205-01)*

This project was implemented to increase staff involvement in problem identification and decision-making with the goal of improved efficiency and quality of service. A Steering Committee developed policies and procedures for Quality Circles.

Inservice training sessions focusing on Quality Circles and problem-solving techniques were presented to all departments. Eight Quality Circles were formed resulting in: new types of products now available such as latex gloves; new staff schedules explored and implemented; use of public address system modified to reduce negative impact on confused residents; new window coverings procured to reduce glare for the residents; parking area reallocated to better accommodate vehicles transporting residents and safety of staff working nights; a complete revision of meal times for residents and staff, as well as major improvements to meal service. Some Quality Circle activities will continue. For example, a pre-admission seminar for the residents and families is being developed by the social worker with the help of a Quality Circle group. A job satisfaction survey was given to all staff at the beginning and end of the project. All participants showed an increase in the scale relating to professional status and liking their job at the end of the project. A number of positive responses about the learning process and teamwork were made.

Calgary General Hospital, Calgary

Funded: 1991/92 Grant: \$17,625
Completed: December 1992
Title: *A Bias for Action (#017-14)*

Over 90 nurses from two nursing units trialed an innovative approach to collaboration in leadership in the acute care setting. The nurses met for one full day to establish goals and objectives for the following year. The intent was to improve unit effectiveness and establish a structure which allows employees the maximum opportunity for input to meaningful decision making. The process enabled the nurses to contribute to the development of the goals and central values of the organization. The retreat was evaluated by the nurses and found to be valuable. The nurses have recommended the process be structured into all nursing units' yearly goals and objectives planning. The nurses also stated that they would present and recommend this concept in future places of employment. A second retreat day was held the subsequent year. Because of limited financial resources, 85 per cent of the staff attended on their own time or by switching their work schedule to attend. A program planning package and personal consultation time of the program planners are available for any site in the province wishing to implement a unit goals and objectives retreat.

CDHG - Rockyview, Calgary

Funded: 1989/90 Grant: \$10,500
Completed: January 1991
Title: *Unit Retreat (#020-01)*

This project was designed to maintain positive unit morale and to promote team work on Unit 71. This unit has high occupancy and acuity rates and the patients present many complex nursing problems. The nature of the work on the unit precludes opportunities for a large number of the staff to meet together without interruptions. A 2-day retreat was held to discuss communication issues, staff involvement in decision-making, nurse/physician relationships and staff educational needs. The 30 participants included RNs, LPNs and unit clerks. Unit objectives and action plans were developed at the retreat. Evaluation results indicate that the retreat was a valuable mechanism for team building, and unit morale remains high.

Daysland General Hospital, Daysland

Funded: 1991/92 Grant: \$4,675
Completed: January 1993
Title: *Shared Governance (#032-01)*

This project has increased staff nurses' input into decisions which impact on their work, including: scheduling; care delivery models; patient care programs; educational and training programs; and unit policies and procedures. Activities of the Nursing Committee included developing goals, objectives and procedures; and making presentations to the hospital board. Evaluation results indicate that communication between nurses, the board, medical staff and nursing administration has improved. Efforts to improve staff morale have only been partially successful and some staff nurses seem reluctant to participate in decision-making. There is evidence that the image of nurses within the hospital and the community has been enhanced. Financial support within the organization is currently being sought to continue this initiative.

Lynwood Extended Care Centre, Edmonton

Funded: 1989/90 Grant: \$44,123
Completed: January 1992
Title: *Quality Circles Project (#229-01)*

The purpose of this project was to implement Quality Circles and evaluate their impact on job retention and job satisfaction in nursing. A Clinical Nurse Specialist provided support to Quality Circles consisting of RNs, LPNs and NAs. Circles were formed to address concerns related to scheduling, continence management, medication usage, morale and team building, staff abuse and families as customers. Three clinical protocols (skin care,

palliative care and pain management for the elderly) and a Cross-Cultural Caring Handbook were also developed through this project. The nursing staff who served on the Quality Circles expressed strong satisfaction with the concept and its implementation and felt that the process had a positive impact on working conditions and job satisfaction. Nursing staff who did not participate in the Quality Circles demonstrated no significant change in their working situation and level of job satisfaction.

**Issue: Communication/
Team Building**

Athabasca General and Auxiliary Hospital, Athabasca
William J. Cadzow Hospital, Lac La Biche
Boyle General Hospital, Boyle

Funded: 1992/93 Grant: \$4,750
Completed: December, 1992
Title: *"Unity" (#001-03)*

This collaborative project was designed to address the stumbling blocks health care workers face daily in the delivery of direct patient care. Through a 1-day workshop, attended by approximately 200 people, the following objectives were addressed: i) to teach effective stress management to staff; ii) to improve communication and teamwork throughout the facilities; iii) to enhance the image of the hospital as a facilitator of programs that foster personal well being and wellness. It was found that the feelings of good will experienced immediately after the workshop were not sustained over time. However, from this experience evolved a greater sharing of ideas between the hospitals and a realization that "unity of purpose" is a goal requiring continued effort.

CDHG - Colonel Belcher, Calgary

Funded: 1991/92 Grant: \$4,800
Completed: June 1992
Title: *Enhancing Nurse Involvement in Discharge Planning (#126-07)*

The nurses on the Geriatric Assessment and Rehabilitation Unit identified discharge planning as an area in which they wished to develop their roles. The nurses desired an increase in knowledge of community resources to enable them to participate more effectively in interdisciplinary discharge planning and patient/family counselling. The project involved 16 nurses making half day visits to Home Care, a long term care facility, a day hospital, and a seniors' club. Objectives included increased knowledge of admission criteria, services provided, benefits of the programs, types of patients who would be appropriate for referral, and improved

communication with the agencies. Chart audits prior to the project illustrated that 40% of the charts showed discharge planning needs identified by the nursing staff in the progress notes. This increased to 80% after the project was completed. The nursing contribution to discharge planning during patient conferences tripled. Overall, this project not only increased the nurses' knowledge of discharge planning, but also sparked enthusiasm and confidence in the nursing staff.

Fort Saskatchewan General Hospital, Fort Saskatchewan

Leduc Strathcona Home Care and Community Health
Rivercrest Lodge Nursing Home, Fort Saskatchewan
Edmonton and Rural Auxiliary Hospital and Nursing
Home District #24 (The Capital Care Group)
Family and Community Support Services
Senior's Advisory Board

Funded: 1991/92 Grant: \$6,112
 Completed: August 1992
 Title: *Multi-Agency Approach to Geriatric Care (#052-02)*

This collaborative project was designed to improve the knowledge level of nurses and other staff involved in providing care and discharge planning for the geriatric patient and to enhance continuity of care through inter-agency discharge planning. The first phase began with a 2-day educational seminar open to all disciplines within the hospital and to all persons within the Fort Saskatchewan area who were involved in providing services or acting as resources to the seniors of the community. The second phase included the development of a learning experience for two RNs and two LPNs in conjunction with two extended care facilities and with the local Home Care Service. The final phase consisted of a post-seminar workshop for stakeholders who provide direct or indirect services to seniors of the community. The program has created awareness of the concerns relevant to seniors and the support services available to address their needs. It has strengthened the community linkages in providing a more comprehensive community approach to geriatric care. It has also set in motion short and long term plans for improving the well-being of seniors within the community.

Glenrose Rehabilitation Hospital, Edmonton

Funded: 1991/92 Grant: \$57,435
 Completed: January 1993
 Title: *Interdisciplinary Patient Care Team (#040-02)*

This project was designed to promote effective functioning of nursing staff in participative and leadership roles within patient care treatment teams.

The project provided for the investigation of the team model in place, the nurses' role within the Glenrose, and the level of satisfaction of nurses with team functioning; and, the subsequent development of a Staff Development Plan. Significant stakeholders were involved in the planning, implementation and evaluation of the project. Initial activities included literature review, site visits, definitions of different treatment teams, as well as definitions of three nursing care delivery models. A research study was also conducted to obtain data related to the contributions of nurses within the team conference, the perceptions of nurses and non-nurses about nursing, the team models in place, the nursing care delivery models in place, and the level of satisfaction of nurses with the current level of team functioning and the desired level of team functioning. A comprehensive report of this project is available.

Magrath General Hospital, Magrath

Funded: 1992/93 Grant: \$19,812
 Completed: December 1992
 Title: *Planning Retreat (#075-03)*

The purpose of this project was to assist staff in coping with rapid change by having them participate in a retreat to plan for a major change in service delivery. Nursing staff had direct input into every aspect of planning and implementing the retreat. The retreat has resulted in the development of a patient centred program for the integration of long term care residents into an acute care unit. The retreat has been rated as an "unqualified success" by all staff involved. A retreat planning format has been developed that could be used to develop a plan to address other organizational issues.

Misericordia Hospital/COTHA, Edmonton

Funded: 1990/91 Grant: \$2,750
 Completed: May 1991
 Title: *Nursing in the Nineties Conference (#041-02)*

A 1-day conference was held to discuss new attitudes and new approaches to nursing work within large hospitals, and to develop practical suggestions for the implementation of the concept "Nursing Empowerment". The highlight of the conference was the development and presentation of hospital-specific, empowerment "Action Plans" by interdisciplinary working groups. A publication of proceedings of the conference is available.

Issue: Recognition

Alberta Children's Hospital, Calgary

Funded: 1989/90 Grant: \$1,800
Completed: July 1991
Title: *Mobile Clinical Skills Lab (#143-02)*

The Mobile Clinical Skills Lab is an educational resource designed to enhance clinical skill development through simulation. Currently, the "Teaching Cart" provides the opportunity for demonstration and practice of clinical skills related to dialysis, initiation of IV therapy, care of central venous catheters and the administration of IV push medications. Nurses throughout the department have heard about the Teaching Cart and it is accessed at least 40% of the time. Informal feedback from staff and managers has been positive. In response to the evaluation of the Mobile Skills Lab additional simulators have been acquired to enhance clinical skill development.

Alberta Children's Hospital, Calgary

Funded: 1990/91 Grant: \$40,000
Completed: October 1991
Title: *Expanded Orientation Program for New Graduate Nurses (#143-05)*

This program provides further educational support in the areas of: guided clinical practice, clinical decision making, priority setting, teaching/learning and reality shock. The program is a 160 hour experience that takes place in the first four weeks of employment. It consists of 100 hours of guided (preceptored) clinical practice and 60 hours of classroom lecture and discussion. Twenty new graduate nurses completed the program. Statements by managers and new graduates indicate that the program offers attainable and valuable benefits from the perspective of both safe patient/family care and professional development. Concerns about the performance of new graduates were first raised by persons working with nurses on the Casual Pool. Unfortunately, the program evaluation did not study the performance of the new graduate nurses on the Casual Pool. However, from an anecdotal point of view, it would appear that the incidence of expressed concerns regarding new graduate's performance in the Casual Pool has decreased since the establishment of the program.

Bassano General Hospital, Bassano

Funded: 1990/91 Grant: \$860
Completed: April 1991
Title: *Emergency Medicine Education (#005-02)*

Four registered nurses were sent to the "Emergency

Medicine for Rural Hospitals" conference in Banff. In March 1991, these nurses conducted a special inservice for the rest of the nursing staff. The knowledge gained at the conference was used to revamp the disaster plan and disaster supplies procedures of the hospital. In addition, a different course of treatment for patients with delirium tremors was introduced.

Bassano General Hospital, Bassano

Funded: 1990/91 Grant: \$3,858
Completed: October 1991
Title: *Physical Assessment Course (#005-03)*

Sixteen registered nurses attended a fully funded physical assessment course presented by four instructors from Mount Royal College. Evaluation results indicate that course participants improved their documentation of inpatient assessments and nursing charting after the course. The hospital is also planning to review and revise the current assessment form.

Bethany Care Centre, Camrose

Funded: 1991/92 Grant: \$7,825
Completed: December 1992
Title: *Family Support Series (#205-02)*

This project is designed to enhance the lives of families who are experiencing a great deal of pain and trauma due to the institutionalization, treatment programs, failing health and impending death of their loved ones. Opportunities are provided for communication between families and nursing staff. Nurses will also initiate and encourage the formation of support groups dealing with specific chronic illnesses, as community interest dictates. Project funds covered the costs of nurses' attendance at workshops on group facilitation and Advisory Committee meetings. Books and other material for the Family Library Centre have been purchased. Although the project is complete, the nurses at Bethany continue to be a support; the experience has been educational in many areas, sensitivity to needs and concerns have been heightened; and staff, residents and families have greatly profited.

Bow Island Health Centre, Bow Island

Funded: 1990/91 Grant: \$5,675
Completed: July 1991
Title: *Education (#011-01)*

This project was designed to improve nursing skills. Four RNs attended the Gerontological Certificate Program offered at Grant MacEwan Community College and four RNs attended an ECG interpretation

course. The Centre also provided Airway Maintenance and Cardiac Resuscitation instruction for its staff, volunteer ambulance staff and local citizens. New programming includes Stress Management courses, PART training and a nurse specialist who can conduct ACLS and Critical Care courses. Critical care preceptorships (with local nursing staff attending in the Bow Valley Centre emergency departments for a 3-day rotation) will help staff to maintain their skills in emergency care. Evaluation results indicate that the project has enriched the personal lives and professional abilities of the nursing staff.

Canmore General Hospital, Canmore
Stoney Health Centre, Morely

Funded: 1992/93 Grant: \$19,500
Completed: January 1993
Title: *Cross Cultural Nursing Practice Project (#022-03)*

This collaborative project was designed to address the discrepancies and frustrations experienced by nurses when teaching plans and nursing care approaches are not culturally sensitive. This project has resulted in the identification of priorities for care for aboriginal people, with the subsequent adaptation of teaching plans and nursing care approaches at the Canmore General Hospital to meet the needs and expectations of the Stoney people. A RN, hired as coordinator of the 17-week project, was responsible for the completion of the original objectives. A Stoney Culture Resource file was established for the Hospital Library. Workshops related to Stoney Cultural concerns and implications for nursing care have been developed. Videos have been produced for the Orientation Program at the Canmore Hospital. A manual on Native Traditions, Services and Hospital Practices has been developed. In addition the community of Canmore has demonstrated support for the introduction of Stoney cultural events. The nursing and medical staff of the Canmore Hospital have responded very positively to this project. The Stoney community has also expressed satisfaction with the attempt by staff at the Canmore Hospital to meet the needs of aboriginal patients and their families. Although the grant has been fully expended, the program will continue on a part time basis.

Carewest Administrative Centre, Calgary

Funded: Phase 1: 1989/90 Grant: \$87,000
Phase 2: 1990/91 Grant: \$167,600
Completed: March 1992
Title: *Enhanced Education and Staff Development (#500-01 and 02)*

These projects were intended to create an environment

conducive to adult learning, that fosters the interdisciplinary care team, and contributes to a more rewarding and enjoyable work experience. In this way the profile of long term care is made more positive, current staff feel more excited and rewarded; and well qualified new staff are attracted to the organization. Under this broad mandate, the following strategies were undertaken: i) Provision to provide designated relief staffing; ii) An expanded curriculum of education sessions and learning opportunities; and iii) System and support for organization-wide coordination of these activities. The project has been successful in following through on the first two strategies described. The third strategy has been expanded to include, over the next three to five years, organization development activities that will build a performance management system. The performance management system will provide a framework for performance appraisal, training and development, and compensation.

CDHG - Holy Cross, Calgary

Funded: 1990/91 Grant: \$40,253
Completed: March 1992
Title: *Communications and Assertiveness Training (#019-01)*

This project was designed to: i) improve the coping skills of staff who must deal with ethical dilemmas and crisis situations; ii) strengthen relationships between members of the multidisciplinary team; iii) improve communication between members of the team and patient families; and iv) increase the morale, confidence, self-worth and job satisfaction of the nurse. Fifty intensive-care nurses attended two workshops on "Dealing with Ethical Problems in Critical Care Nursing". Evaluation results indicate that the workshops had no significant impact on nurses' perception of and their ability to deal with ethical dilemmas. Three months after the workshop nurses still had strong feelings of powerlessness, anger and guilt. A recommendation by a staff member for extra time for multidisciplinary conferences on long-term patients has been implemented.

CDHG - Holy Cross, Calgary

Funded: 1990/91 Grant: \$31,600
Completion: October 1992
Title: *Diabetic Education (#019-03)*

This project was designed to develop an individualized teaching program for diabetics on one ward, and provide all diabetic inpatients and their families with increased access to diabetic learning resources. It also increased nurses' knowledge about diabetes and improved their skills as educators. The teaching

program was developed using the Canadian Diabetes Association Program Development Standards for Practice. Results from a job satisfaction survey indicate a significant increase in job satisfaction related to acquired skills, knowledge and unit resources.

CDHG - Colonel Belcher Hospital, Calgary

Funded: 1989/90 Grant: \$10,000
Completed: Spring 1991
Title: *LPN Gerontology Education (#126-01)*

This project was designed to increase the knowledge and skills in gerontology of the Licensed Practical Nurse. Twenty-five LPNs attended the course on "Working with the Aged". Evaluation results indicate that students' knowledge increased after the course.

Charles Camsell Hospital, Edmonton

Funded: 1989/90 Grant: \$3,625
Completed: May 1991
Title: *Health Assessment Course (#125-02)*

This project provided support for professional development of staff nurses both in terms of knowledge immediately applicable to direct patient care and completion of a baccalaureate degree. Eight of the 15 nurses who enrolled in the program in November 1989 had successfully completed the course by the fall of 1991. Another eight nurses began a second course in the spring of 1991. The majority of participants surveyed said that Part A of the course was beneficial. However, many felt that Part B was not very relevant to their work. Part B focused on assessment tools and techniques that will assist nurses in acute care institutions with the identification of patient problems and the planning and evaluation of nursing care interventions.

Claresholm General Hospital, Claresholm

Funded: 1990/91 Grant: \$4,000
Completed: October 1991
Title: *Health Assessment Project (#027-01)*

This project provided an "in-house" opportunity for nursing staff to increase their skills and knowledge in health assessment. Ten RNs participated in the Health Assessment workshop presented on-site by Grant MacEwan Community College; and five RNs enrolled in Nursing 450 - Health Assessment which was presented "distance delivery" by Athabasca University. Random audits of five admission nursing assessments from June 1989 to June 1991 showed a marked improvement in documentation (particularly

in System Assessment). Registered Nurses are now involved in revising the Admission Assessment form.

Cross Cancer Institute, Edmonton

Funded: 1989/90 Grant: \$57,500
Completed: May 1990
Title: *Oncology Nursing Program (#038-01)*

This project was designed to provide nurses with the knowledge, skills and attitudes needed to provide excellent nursing care to oncology patients and their families. The Oncology Nursing Certificate Program is a full-time 16-week course consisting of classroom instruction and laboratory practice (279 hrs), and preceptored clinical experiences (325.5 hrs). The program has increased the number of nurses with oncology specialization. Thirteen students have graduated and there is a waiting list of nurses who wish to take the program. Nurses from across Alberta, British Columbia, North West Territories, the U.S. and Saudia Arabia have requested information on both the program and the Cross Cancer Institute.

Cross Cancer Institute, Edmonton

Funded: 1989/90 Grant: \$58,730
Completed: May 1991
Title: *Community Liaison Nurse Position (#038-02)*

This position was established to disseminate current, consistent and reliable information to nursing colleagues in health delivery agencies in Northern Alberta. Needs assessment forms were mailed to 155 hospitals and health care agencies. Self-learning modules on cancer pain management, cancer chemotherapy, central venous catheters, implantable venous access devices, and psychosocial care of the patient with cancer were developed and distributed. Thirty-four workshops or inservices were held, and Cross Cancer Institute staff nurses made presentations in six of these training sessions. The three articles published in the AARN newsletter also helped to increase awareness of the services provided by the community liaison nurse.

Foothills Provincial General Hospital, Calgary

Funded: 1989/90 Grant: \$161,919
Completed: November 1991
Title: *Clinical Assessment Centre (#016-01)*

The Clinical Assessment Centre was established to provide a structure and process for the assessment of the technical, interpersonal and critical thinking/clinical judgement skills of new nursing

orienteers. Learning needs are identified and orientation of nurses to nursing units is based on their individual needs. Five assessment packages have been developed, piloted and placed into operation; and 165 new nursing employees have been assessed. Survey results indicate that there is general agreement among orientees, educators and head nurses that the program is effective in providing an objective appraisal which includes documentation of individual learning needs.

Fort Macleod Health Care Centre, Fort Macleod

Funded: 1990/91 Grant: \$926
Completed: November 1991
Title: *Continuing Education (#050-01)*

This project was designed to increase staff knowledge in the speciality areas of trauma management and crisis obstetrics; and thereby enhance the skill, confidence, morale and job satisfaction of nurses. Respondents to a survey of course participants report that their knowledge base, skills, confidence and comfort levels have increased. In addition, 75% of the respondents felt that they were providing better patient care.

Fort Saskatchewan General Hospital, Fort Saskatchewan

Funded: 1989/90 Grant: \$6,030
Completed: July 1991
Title: *Advanced Obstetrical Teaching Program (#052-01)*

This program was designed to improve job satisfaction and enhance the work life of the nursing staff by increasing knowledge and expertise in the obstetrical area. Supervisors and RNs attended a 1-day lecture and LPNs attended a half day lecture. Because staff (particularly new employees) had expressed a need for practical experience, a 2-day field experience for all supervisors and RNs was arranged at the Grey Nun's Hospital. To ensure more consistent patient teaching, the obstetrical teaching manual was revised in collaboration with community health nurses, a discharge teaching sheet was developed, and new patient teaching tools such as videos were obtained. Staff received instruction on the use of these tools. Participants have said that the program has improved their knowledge and job satisfaction. Patient satisfaction surveys conducted in the obstetrical area have been extremely positive and patients have told community health nurses that the care and teaching received at the hospital was exceptional.

Glenrose Rehabilitation Hospital, Edmonton

Funded: 1989/90 Grant: \$49,450
Completed: February 1992
Title: *Rehabilitation Nursing Education (#040-01)*

This project was designed to enhance the levels of knowledge, skill, self-esteem, and professional awareness of rehabilitation nurses in the province of Alberta. Three key areas were: learning needs assessment, results of promotional activities, and acceptance of the course as a university credit within the Post-RN Baccalaureate Program offered by the Faculty of Nursing, University of Alberta. Evidence from the evaluation of two of the three key areas of the project indicated that it has been highly successful. Recruitment: Since the initiation of the project the number of graduates from the Rehabilitation Nursing Course has increased from 13 students to 52. Another 25 persons registered for the June 1992 sessions. Course evaluations indicate that the course has enhanced participants' understanding of both rehabilitation nursing and patients' needs. Many graduates have said that the course has had a positive influence on their practice and that their approach to patient care will change.

University Accreditation: Both the University of Alberta and Athabasca University now accept the Rehabilitation Nursing Course for credit within the Post-RN Baccalaureate Degree Program. To date, five students in the post-RN programs have received credit for the Rehabilitation Nursing Course. Also, several of the students registered in the June 1992 course are in the Post-RN program at the University of Alberta or Athabasca University.

Grey Nuns Hospital, Edmonton

Fort Saskatchewan General Hospital, Fort Saskatchewan

Athabasca General and Auxiliary Hospital, Athabasca
Barrhead General Hospital, Barrhead

Misericordia Hospital, Edmonton

Olds General Hospital, Olds

Breton General Hospital, Breton

Drayton Valley and District Health Complex, Drayton Valley

Funded: 1989/90 Grant: \$20,700
Completed: July 1991
Title: *Palliative Care Nursing Program (#124-01)*

This grant was awarded to the Grey Nuns Hospital to provide nurses from other agencies with the opportunity to acquire the knowledge, skills and attitudes needed to provide quality care to terminally ill patients and their families. The twelve nurses who participated in the program worked with experienced

nurse preceptors and were included in all teaching rounds, patient care conferences and the direct care of patients. The formal education program included lectures in the philosophy and goals of palliative care, symptom assessment, pain assessment and management, and psychosocial and spiritual care. The participants said that the knowledge gained was very relevant to their individual work environments.

Grey Nuns Hospital, Edmonton

University of Alberta Hospitals, Edmonton

Funded: 1990/91 Grant: \$12,930
Completed: July 1991
Title: *Emergency Nurse Exchange (#124-02)*

This project was designed to provide emergency nurses from one emergency department of the Grey Nuns Hospital with the opportunity to increase their awareness of the operational functioning of a Level I facility. It also provided emergency nurses from the emergency department of the University of Alberta Hospital with the opportunity to function as preceptors and role models for their peers. The six nurses from the Grey Nuns Hospital completed their placement, but the placement of the six nurses from the University of Alberta Hospitals was delayed. The program has enhanced the job satisfaction of participating nurses. The project benefits were increased knowledge and skill levels, and improvements in staff morale and inter-hospital relationships.

Grey Nuns Hospital, Edmonton

Edmonton Home Care (Kingsway), Edmonton

Funded: 1990/91 Grant: \$3,315
Completed: May 1991
Title: *Home Care/Acute Care Exchange Program (#124-03)*

This project was designed to increase the hospital-based nurse's understanding of the unique characteristics of Home Care nursing, and the Home Care nurse's understanding of the complexities of the Acute Care environment. Six nurses from Acute Care Medicine/Surgery at the Grey Nuns Hospital and seven Edmonton Home Care nurses participated in the project. The Acute Care nurses helped the Home Care program by providing prompt and accurate assessments to facilitate patient selection. The Home Care nurses have enhanced their ability to determine which clients are most appropriate for specific clinics. Both groups developed a broader understanding of patient/client teaching, both at home and in the hospital.

High River General and Auxiliary Hospital, High River

Funded: 1990/91 Grant: \$2,000
Completed: November 1992
Title: *Video Library (#060-04)*

This project was designed to provide the nursing staff an opportunity to participate in the continuing education process at a time and a place that is convenient for the learner.

Jubilee Lodge Nursing Home, Edmonton

Funded: 1989/90 Grant: \$1,800
Completed: September 1992
Title: *Inservice Education Material (#438-01)*

This project was designed to establish a library of various educational aids for all levels of nursing staff. The project goals were to: i) increase job satisfaction; ii) improve staff morale; and, iii) increase accessibility to needed information. An inservice-library room has been established, and textbooks, audio visuals and other equipment such as anatomical models have been purchased. The availability of current information has increased staff confidence in providing quality care to the residents.

Mary Immaculate Hospital, Mundare

Funded: 1990/91 Grant: \$12,750
Completion: May 1992
Title: *Development of Recruitment Package (#081-02)*

This project was designed to recruit nurses for the hospital and thus alleviate the workload problems faced by the existing staff members. Project funds were used to develop a video presentation, tailor-made to the facility, to be taken to job recruitment "fairs". The presentation describes the facility and the community, and assures the audience that there is adequate orientation to a small facility for potential nursing candidates. This is considered to be extremely important, as there is some apprehension about the working responsibilities and conditions within small rural hospitals.

Mayfair Nursing Home, Calgary

Calgary Nursing Homes

Funded: 1990/91 Grant: \$56,494
Completed: September 1991
Title: *Caring for the Elderly in the Nursing Home Setting (#448-01)*

This project is a 10-seminar series designed for the continued professional development of nurses employed in Calgary nursing homes. Although

Mayfair Nursing Home had administrative responsibility, the project was supported by Calgary area nursing home operators. The seminars were attended by 567 employees of 16 nursing homes in the Calgary area. The seminar series were well attended and individual seminars were rated highly by the participants. The overwhelming sentiment expressed by the participants was one of pleasure and insight gained from sharing ideas and problems with colleagues from other facilities.

Northcott Lodge Nursing Home, Ponoka

Funded: 1990/91 Grant: \$1,000
 Completed: November 1991
 Title: *Long Term Care Inservice Enhancement (#445-01)*

This project was designed to enhance the Nursing Inservice Program. Resources purchased include video and seminar series, anatomical models, posters, and a long term care monitor.

Northeast Region Nursing Management Group c/o St. Joseph's Hospital, Vegreville

Funded: 1989/90 Grant: \$52,500
 Completed: July 1991
 Title: *Enhanced Orientation (#501-01)*

This project was designed to develop and coordinate a standardized orientation and certification program for rural hospitals in the Northeast Region of Alberta. Standardized modules have been developed for general hospital-wide orientation, nursing-specific orientation, and Advanced Nursing skills. Each of the modules has been piloted and tested. Two cardiac modules (Basic Arrhythmias and Defibrillation) have been endorsed by the Alberta Health and Stroke Foundation. Numerous requests for the completed modules have been received from organizations and individuals within and outside the province. Materials developed from this project are available through Grant MacEwan Community College, Edmonton.

Peace River Hospital Complex, Peace River

Funded: 1990/91 Grant: \$8,000
 Completed: March 1991
 Title: *In-house Advance Cardiac Life Support Course (ACLS) (#085-01)*

This project was designed to provide all registered nurses who work in acute care units with Advanced Cardiac Life Support training and annual recertification. Twenty-eight registered nurses received ACLS training and certification from a nursing coordinator who successfully completed the ACLS instructor certificate. A second RN received instructor status. Some of the outcomes identified as

a result of this project include: i) nursing confidence and performance have increased dramatically in the instance of a cardiac arrest; ii) enhanced team participation within nursing and also among nursing and medical staff; iii) revision of cardiac arrest procedure to depict advanced nursing practice functions including defibrillation and commencement of first-line drugs approved by medical staff; iv) ACLS certification is encouraged as a minimum requirement for provision of care in the special care unit and the emergency department; v) regionalization of ACLS instruction to peripheral hospitals including both the nursing instructor and the medical advisor; vi) successful completion of the course has stimulated motivation in other educational programs within the nursing department, i.e. BTLS, Neonatal Resuscitation; vii) ACLS certified RNs will be eligible to participate in the regional Air Ambulance program for medical evacuation of patients requiring a higher level of care. This has sparked much enthusiasm within the nursing department. The ACLS program will continue to be a regular part of the continuing education program, with a minimum of two courses offered annually, and has set the pace for a host of educational programs currently being offered to our health care providers.

Queen Elizabeth II Hospital, Grande Prairie

Funded: 1989/90 Grant: \$9,900
 Completion: August 1992
 Title: *Advanced Cardiac Life Support (ACLS) (#056-01)*

This project was designed to help staff in critical care areas develop the highest skill level in dealing with cardiac emergencies; and thus increase the patient's chances of surviving a cardiac arrest. Four instructors and one Medical Director have received their Advanced Cardiac Life Support (ACLS) certificate and instructor training. Future plans are underway between the Ambulance Department and Nursing to continue offering ACLS courses on a semi-annual basis for physicians, paramedics and nursing staff.

Raymond General Hospital, Raymond

Funded: 1989/90 Grant: \$24,900
 Completed: August 1991
 Title: *Inservice Program - Orientation for New Recruits (#091-01)*

This project was designed to: i) coordinate and ensure a consistent and thorough orientation process for all new employees; ii) maintain ongoing education (facility-wide) for all employees in fire procedure, disaster procedure, C.P.R., back care and lifting techniques, appropriate isolation procedures, infection

control practices, and universal body and fluid precautions; iii) assist all departments, but specially the nursing department, with ongoing education, special skill training and transfer of function certification; and iv) assist with a facility-wide Quality Management program. The orientation manual is now in place and "Learning Daze" sessions (two in the spring and two in the fall) have been established for ongoing education. The education sessions allow nursing staff to take part in compulsory inservice training, and development of advanced nursing skills (CPR, Fire, Disaster, Back Care, Fetal Heart and ECG Monitoring, and Vena Puncture). The "Learning Daze" sessions were rated highly by the participants, and the Long Term Care and Acute Care Nursing Unit Coordinators have indicated that the orientation package and manual has improved the orientation process.

Red Deer Regional Hospital, Red Deer

Funded: 1990/91 Grant: \$33,000
 Completed: December 1992
 Title: *Charge Nurse Education (#092-04)*

This project was designed to enhance the leadership and decision-making skills of Nurse Managers, Clinical Coordinators and nurses assuming charge responsibilities. The ACHIEVE (Front-Line Leadership Program) was selected to implement the project. The Front-Line Leadership Program is a training system designed to support managers and supervisors in their expanded leadership role at the frontline of organization performance. It is composed of 23 skill units grouped into six "clusters": Developing Individual Performance, Problem Solving for Individuals and Teams, Managing Change and Innovation, Developing Team Performance, and Making Organizational Impact. Approximately 75 Nurse Managers, Clinical Coordinators and Charge Nurses were enroled in the program. There is evidence that significant improvements have occurred in problem solving, interdisciplinary and interdepartmental collaboration, teamwork, and commitment to the goals of the organization. Charge Nurse education is not being viewed as stand alone or unique to this group but rather, an integral and integrated part of the overall initiative to achieve shared governance. Recognizing the excellent results of this program, administration at the Red Deer Regional have agreed to support continuing education through an adjunct program of ACHIEVE called "Working". Funds to support a pilot of this program have been obtained through the Employee Management Committee.

Rimbeby Auxiliary Hospital, Rimbeby

Funded: 1991/92 Grant: \$31,276
 Completed: November 1992
 Title: *Long Term Care Staff Development Program - Phase III (#222-01)*

This project was designed to prepare and develop through educational programs Long Term Care nursing specialists who demonstrate enthusiasm and a positive attitude in caring for the elderly. The project was separated into three phases. Phase one was a geriatric training program for Nursing Aides. The second phase was the Gerontology course for LPNs. Phase three was participation in the Edmonton General clinical geriatric course for nine RNs. The three phases in combination were intended to enhance both the skill levels and the knowledge base of the geriatric nursing team. Goals met by the participants include a higher level of client care, creation and implementation of innovative programs for geriatric clients, enhanced job image and increased job satisfaction. The completion of these educational programs in each phase has resulted in a nursing team that has demonstrated enthusiasm and positive attitudes in their care for Long Term Care clients.

Rivercrest Lodge Nursing Home, Fort Saskatchewan

Funded: 1989/90 Grant: \$1,800
 Completed: July 1991
 Title: *Inservice Education Material (054-01)*

This project was designed to increase job satisfaction, decrease staff turnover and increase accessibility to needed information. Staff's access to information has been enhanced by the purchase of current books and periodicals and the provision of a media centre. Nursing staff have indicated that better access to current literature and information specific to their area of work has increased their job satisfaction. The opportunity provided for nurse involvement in the development, utilization and evaluation of the project has also had a positive impact on job satisfaction.

Royal Alexandra Hospital, Edmonton

Funded: 1990/91 Grant: \$24,400
 Completed: June 1991
 Title: *Preceptorship Program in the Adult and Neonatal Intensive Care Units (#043-01)*

This project grant supported the development of a more structured period of orientation for nurses new to intensive care areas (Adult Intensive Care and Neonatal Intensive Care). New nurses were paired with nurses with experience in a particular area on a formal basis. A total of 19 nurses were precepted

and 16 nurses acted as preceptors. Six Clinical Development Nurses acted as resources for preceptors and monitored the program's implementation. There is general agreement that the program enhanced patient safety, provided continuity of instruction and supervision, and facilitated knowledge and skill acquisition. Problems experienced by orientees were identified early and remedial action was taken. The orientees felt more comfortable in the intensive care work setting, and their confidence and self-esteem were enhanced and supported by the program. A "Preceptorship Instructor's Manual" and the "Preceptorship Handbook" are available and together provide complete information for conducting preceptorship workshops to maintain the preceptorship project.

Salvation Army Grace Hospital, Calgary

Funded: 1989/90 Grant: \$64,072
Completed: December 1991
Title: *Orientation and Preceptorship Project (#018-01)*

This pilot project developed and implemented a standardized orientation program which included a formal preceptorship program. A number of orientation modules and Advanced Nursing Skills (certification) programs were developed and tested with the nursing staff. Respondents to a survey of orientees attending the Standard Orientation Program said that the program met their expectations.

Preceptorship: An educational program for preceptors was developed and presented prior to implementing the preceptorship component of the orientation program. A focus group composed of staff nurses and nurse managers assisted in the determination of the parameters of the preceptorship program. A Preceptor Manual was developed and distributed to preceptors and nurse managers and a Preceptor Support Group was established to provide support and continuing education for preceptors.

Educational materials: Educational packages developed include seven orientation modules and five Advanced Nursing Skills programs in a learning module (workbook) and lecture/discussion format. Each educational program includes behavioural objectives. The Advanced Nursing Skills program, includes a written examination on theory, a standard process for demonstrating competency and a checklist for verifying clinical competency attained in other hospitals. Each module or skill program includes a list of audio-visual materials and a selected bibliography. The WHMIS and Breastfeeding programs include videos developed at the Grace Hospital. The educational packages were shared with the hospitals in the Northeast Region of Alberta and are available through Grant MacEwan Community

College, Edmonton.

Stettler Hospital Complex, Stettler

Funded: 1989/90 Grant: \$3,600
Completed: May 1991
Title: *Nursing Education (#097-01)*

This project developed a system for funding nursing education that allows all nursing staff fair and equitable access to budgeted funds. The project has resulted in the implementation of new or revised policies, application and reporting forms. The education budget has been increased, and clear and fair criteria for determining the education sessions that should be attended are now in place. Staff and management welcome the revised policies and forms.

St. Joseph's General Hospital, Vegreville

Funded: 1989/90 Grant: \$84,200
Completed: May 1992
Title: *Clinical Needs Assessment (#107-01)*

This project was designed to provide staff in this rural area with continuing education which would allow nursing personnel to keep abreast of clinical skills in all areas including emergency, obstetrics, pediatrics, coronary care, medicine and surgery. In a rural area it is difficult to provide continuing education and current skill updates due to: i) inconsistent patient volume to allow for development and retention of current clinical skill by nursing personnel; ii) lack of resources, iii) cost of off-site workshops; iv) replacement costs v) staff shortages and turnover. A variety of learning experiences were provided for staff based on their individual needs and specific areas of practice. This project increased the amount and type of professional and educational opportunities available to staff.

St. Mary's Hospital, Camrose

Funded: 1991/92 Grant: \$1,100
Completed: March 1992
Title: *LPN Workshop (#021-02)*

This project was designed to enhance the knowledge and skills of LPNs and thereby increase their job satisfaction and reinforce their value to St. Mary's health care team. Twenty-one participants attended a workshop on "Care of the Cancer Patient" presented at St. Mary's by the Canadian Health Care Guild. Seven of the participants were registered nurses. All respondents to a survey of course participants indicated that the workshop made them feel more competent in their jobs. Seventeen of the respondents said that the opportunity to participate in the workshop enhanced their level of satisfaction.

St. Michael's Extended Care Centre, Edmonton

Funded: 1990/91 Grant: \$4,120
Completed: October 1991
Title: *Self-Care for the Care Giver (#251-02)*

This project was designed to develop the "self-care" skills of nursing staff. A total of 14 RNs and 13 LPNs attended the workshop on "Care for the Care Giver" at Grant MacEwan Community College. Participants felt that the workshops provided them with the skills required to cope with "day-to-day" work problems. They said that the workshops helped them to understand themselves and recognise the signs which contribute to "burn-out".

St. Michael's Hospital, Lethbridge

Funded: 1989/90 Grant: \$38,250
Completed: June 1991
Title: *Learning Needs Assessment Project (#072-01)*

This 12-month project involved staff nurses in the identification and selection of a conceptual model for nursing and the development of assessment skills and knowledge that will enhance their role as medical/surgical nurses. A Clinical Nurse Specialist was hired for one year. Needs assessments of all nursing staff were completed and the number of staff taking Gerontology Courses increased dramatically. Workshops on assessment were provided and staff attendance at a Health Assessment Course was sponsored. The Resource Centre was upgraded and books were purchased. The PARSE Man-Living-Health Conceptual Model for Nursing was selected as the pilot project for the staff of the day hospital. Although, progress was made in all areas, much remains to be done. Many of the planned changes could not be implemented in 1990/91 because of major organizational developments including layoffs, unit closures and amalgamation of units.

Valleyview Health Centre, Valleyview

Funded: 1990/91 Grant: \$39,300
Completed: October 1991
Title: *Mental Health Hospital Based Pilot Project (#106-01)*

This project provided opportunities for nurses to develop skills in the assessment and treatment of patients requiring mental health or psychiatric services. Inservice workshops provided dealt with the diagnosis and treatment of various disorders in both theoretical and practical terms. Presentations were made on: assessment; theories of personality and psychopathology; symptoms of psychopathology; and treatment modalities. The workshops were attended

by nurses (RNs and LPNs) whose daily clinical routine included patients with overt or secondary (undiagnosed) psychiatric symptoms. Staff have benefited from the program, and care plans reflect that they have become more proficient at handling difficult patients. Nurses who wish to obtain more training in mental health nursing were encouraged to discuss their educational needs with the clinical psychologist who ran the hospital program. A registered nurse was sent to a 6-week program at the University of Alberta. In-hospital care is improving; however, follow-up care requires further improvement.

Vegreville Auxiliary Hospital and Nursing Home, Vegreville

Funded: 1991/92 Grant: \$11,475
Completed: December 1992
Title: *Clinical Geriatric Experience (#224-02)*

The purpose of the experience was to provide rural nurses with an opportunity to pursue an educational program in clinical geriatrics in order to develop a broader base of knowledge and to enhance skills related to care of the elderly. It was also intended to promote positive attitudes and to strengthen the leadership role of the staff nurse in long term care. Two staff nurses attended the 20-day Certificate Program in Clinical Geriatrics offered by the Youville Geriatric Services at the Edmonton General Hospital. The certified nurses implemented a geriatric nurse preceptorship program for use in orientation. They also act as a resource to the multidisciplinary team by responding to expressed needs for inservice education in clinical geriatrics. The entire nursing department has directly benefitted from the program. Both participants in the learning experience have been designated as charge nurses at the two nursing units in the facility. They have been directly involved in the planning, implementation and evaluation of nursing initiatives at unit and departmental levels.

Wetaskiwin Hospital District, Wetaskiwin

Funded: 1990/91 Grant: \$69,184
Completed: January 1993
Title: *Native Cultural Awareness Program (#114-01)*

This project was designed to increase nurses' knowledge and understanding of native culture and belief systems; and thereby enhance patient care, improve communication between caregivers and native patients, and enhance job satisfaction of nursing staff. A Native Cultural Awareness Advisory Committee has been formed. This Committee communicates with nursing staff to ensure that their

needs for education on native culture are being met. Through a series of three modules, the Native Culture Awareness Program provided staff with educational sessions relative to native culture. In cooperation with the Maskwachees Cultural College (MCC), approximately 90% of the nursing staff were able to attend and complete the entire program. The facility is in the early stages of planning the development of a 40 to 60 minute video on the Cree culture. The video will contain excerpts from the lecture series, highlighting areas of the culture which may affect the delivery of patient care. Through a positive education opportunity, awareness has developed that encourages and improves communication between caregivers and native families. More effective health teaching and provision of "cultural care" has resulted in enhanced job satisfaction of the caregivers.

Youville Nursing Home, Edmonton

Funded: 1990/91 Grant: \$3,490
 Completed: June 1991
 Title: *Enhancement of Unit Orientation (#475-01)*

This project was designed to enhance the knowledge, skills and confidence of new employees. Respondents to a job satisfaction survey at the hospital had expressed concern about the adequacy of unit orientation. Moreover, in 1989/90, 12% of the Nurse Attendants who were leaving the institution indicated that they found the work stressful and/or were unable to meet required performance standards. Project funds were requested to increase unit orientation hours by 15.5 hours for both RNs and NAs. As a result of the increase in unit hours, RNs will receive 38.75 hours of unit orientation and NAs will receive 31 hours. Eighty-nine percent of respondents to the 1991 job satisfaction survey agreed that the increase in unit orientation hours was beneficial in enhancing their knowledge, skills, comfort and confidence. Nursing Unit Managers have reported that new staff members have demonstrated enhanced knowledge and skill levels when providing care and increased comfort and confidence when given their first "solo" resident assignments. In addition, attrition rates for Nursing Attendants and Registered Nurses declined in 1990/91.

Youville Nursing Home, Edmonton

Funded: 1990/91 Grant: \$3,490
 Completed: May 1991
 Title: *Health Assessment Workshop (#475-02)*

This project was designed to improve the skills and knowledge of Registered Nurses in the area of health assessment; and thus enhance job satisfaction, staff

morale and the quality of professional practice. Fifty-nine percent of the permanent RNs attended a 2-day health assessment workshop presented by Grant MacEwan Community College. Survey results indicate that improvements have occurred in the quality of professional practice and in the assessment skills of Registered Nurses. Attrition rates declined from 29% in 1989/90 to 5.9% in 1990/91.

Issue: Childcare

Alberta Children's Hospital, Calgary

Funded: 1989/90 Grant: \$11,680
 Completed: August 1990
 Title: *Child Care Feasibility Study (#143-01)*

This project assessed the feasibility of a Sick Child Program for health care workers in Calgary. A total of 11,386 employees of six health care organizations in Calgary were surveyed and 998 (8.8%) responses were received. Approximately, 86% (857) of respondents conceptually supported the establishment of a Sick Child Program and 82% (700) of these individuals would use such a program. In this scenario, it is estimated that an average of seven children will attend the centre on a daily basis. A program to accommodate seven ill children is viewed as a viable alternative. However, only 25.1% (176) of subjects prefer to take an ill child to a Sick Child Program in a specific location (e.g., near the Alberta Children's Hospital/Child Health Centre). In this scenario, it is estimated that only two children would attend on a daily basis. The latter is not a viable alternative. The study indicates that two options should be considered to determine if a Sick Child Program is a viable alternative for not only health care workers, but for the families of all Calgarians.

Queen Elizabeth II Hospital, Grande Prairie

Funded: 1989/90 Grant: \$15,000
 Completed: January 1991
 Title: *Extended Hours for Child Care (#056-02)*

This pilot project established a child care program with extended hours to better meet the needs of part-time, casual and shift workers. Project funds covered start-up costs. The Child Care Centre currently serves 211 children. Respondents to a survey of parents indicated that they were very satisfied with the hours of operation, and the services and facilities provided. The Child Care Centre is seen as a model in the community and is a leader in terms of meeting the needs of shift workers. Preliminary data from the Exit Questionnaire of hospital staff indicates that the

Centre is helping with the hospital's retention strategy.

University of Alberta Hospitals, Edmonton
Cross Cancer Institute, Edmonton

Funded: 1990/91 Grant: \$15,000
Completed: May 1991
Title: *Child Care Feasibility Study (#044-02)*

This collaborative study assessed the feasibility of various child care alternatives; and developed proposals for implementing the recommended strategies. A survey of nurses at the two institutions was conducted to determine their child care needs. Survey results indicated that child care services, while potentially benefiting approximately one-third of all employees at any one time, have the potential, over time, of benefitting up to two-thirds of all employees. The recommended child care initiative will include information and referral, day home, in-home, day care and sick-child care services for employees of the Cross Cancer Institute and the University of Alberta. This initiative should meet the needs of the staff of these institutions for reliable, quality child care services; assist the organizations in recruiting and retaining highly trained and experienced personnel; and serve as a model and demonstration project for other public and private sector employers. The project design includes establishment of a non-profit Child Care Society accountable to the operating institutions, and managed by a Director of Child Care Initiatives.

Issue: Workload Control

CDHG - Rockyview, Calgary

Funded: 1989/90 Grant: \$44,000
Completed: June 1992
Title: *Workload Control (#020-02)*

This project was designed as a collaborative program with the Department of Medicine to develop, implement and evaluate methods to control nursing workload by management of patient admissions and discharges. The project was intended to establish: a nursing workload level for each nursing unit based on expected occupancy and patient acuity levels; an admission monitoring system in collaboration with the Admitting Department and Department of Medicine to control the admission patterns to each nursing unit; and an effective discharge planning program and process. Implementation and evaluation of several aspects of the Project were not accomplished. The information gained by various research techniques identified many areas which contribute to Nursing

Workload. The final report indicates that although many of the recommendations resulting from the project were broad in scope they would not have addressed the larger issue of bed utilization.

Edmonton Board of Health, Edmonton

Funded: 1991/92 Grant: \$24,500
Completed: December 1992
Title: *Documentation Review (#709-01)*

This project was designed to increase job satisfaction of Home Care nurses by developing a more effective and efficient documentation process. A steering committee composed of staff and management worked with a group of external consultants to review, revise, eliminate, or create the appropriate documentation that would meet the needs of the clients, the nurses, and the program. A job satisfaction survey was completed by staff before and after the project. The project included focus groups with all staff, literature reviews, expert consultations, designing a nursing data base, and eliminating other forms. Two teams trialed the new forms, revisions were made and the new format was implemented in September 1992. The project was evaluated by repeating the job satisfaction survey. Follow-up to support staff in the transition to the changes in documentation continues. Evaluations were positive for the immediate changes, including decreased repetitive writing, increased efficiency, and a system that was reflective of the client's care needs. Work is ongoing related to recommended changes which require long-term and multidisciplinary implementation. Home care staff nurses were involved throughout, from developing the Request for Proposals and selecting the consultants, to implementing and evaluating the project.

Good Samaritan Auxiliary Hospital, Edmonton

Funded: 1990/91 Grant: \$68,402
Completed: June 1992
Title: *New Charting System (#211-01)*

This project was designed to increase the job satisfaction of nursing staff by: identifying specific problem areas in the present communication process; and developing, implementing and evaluating strategies to improve the existing documentation process and tools. In the initial phase of the project existing documentation and communication practices were examined to identify strengths, areas of concern and opportunities for change. User Committees with representation from RNs, LPNs, NAs, and PCAs were formed to develop and implement strategies to address areas of concern identified during the review process. Strategies implemented include: introduction of a multipurpose resident daily care record flowsheet; streamlining of procedures and

existing practices for the administration of medication; and development of a new system for communicating information among staff on the same or different shifts. The project provided grass root nursing staff the opportunity to solve their problems and make recommendations toward positive solutions. Although the User Committee will not continue as a formal group, the Good Samaritan Society has an interdisciplinary vehicle for Society-wide documentation standardization and revision in the Resident Care-Standards Committee where the User Committee members will be used as evaluators and information resource people.

St. John's Hospital, Edson

Funded: 1989/90 Grant: \$14,210
Completed: April 1991
Title: *Charting System Project (#045-01)*

A consultant was hired to develop a new charting system and a MAPS-like system was selected for implementation. All steps of the nursing process were incorporated: i) a detailed admission assessment which identifies patient problems; ii) the drafting of a thorough individualized plan of care; iii) implementation of the plan, including nursing interventions; and iv) an evaluation of the patient's response to the nursing interventions. Four Nursing Admission Assessments were devised (obstetrical, newborn, pediatric, and medical/surgical). Flowsheets developed include a diabetic record, IV and blood transfusion parameter sheets, daily care record and a detailed obstetrical partogram. Other changes introduced include: a Discharge Teaching Care Record, an emergency assessment, and a new medication system which includes a medication cart. In addition, 44 standard care plans were made available to nursing staff. All nursing staff (including management) and medical staff attended an inservice session which provided instruction on the use of the system and its new charting forms. Ten nursing chart audits were conducted in October, November and December. The average results were 66%, 81% and 73% respectively. Project Coordinators believe that continual monitoring and evaluation of the system, and ongoing education of nursing staff based on future audit results is needed to ensure long-term success of the new charting system.

Issue: Stress Management

Calgary General Hospital, Calgary

Funded: 1989/90 Grant: \$44,000
Completed: September 1992
Title: *Stress Education Workshops (#017-01)*

This project was designed to reduce job-related stress and enhance the personal well-being of the caregivers. Workshops on four areas of job-related stress were offered to staff nurses. The four areas were: Enhancing Self Image and Self Concept; Management of Family for Working Parent(s); Professional Department; and Career Counselling and Financial Planning. Each staff nurse was provided with one paid day of professional development to attend the workshop. The workshops offered a process to staff and management that allows each member of the department to focus on reducing personal and job related stress. Nurses continue to apply the concepts that they learned to their personal and work life. More importantly, the motivation to continue to pursue personal growth workshops has been spurred.

CDHG - Rockyview, Calgary

Funded: 1991/92 Grant: \$8,000
Completed: September 1992
Title: *Meeting Spiritual and Emotional Needs (#020-13)*

The purpose of this project was to focus the awareness of nurses and support staff of Unit 57 on the spiritual aspect of their personal and professional lives, and to renew their inner resources in formal professional sessions. The objectives of the project were to: i) reduce stress by developing a support system that addresses spiritual/emotional needs of nurses providing care to dying patients; ii) test a method of enhancing the role of the caregiver in the palliative setting; iii) assist caregivers to recognize their needs and develop strategies for meeting those needs; and iv) enhance the camaraderie and communication among staff. The objectives were met through workshop discussions of: issues arising during patient death; grief and burnout; and the role of the nurse as a patient advocate.

Charles Camsell Hospital, Edmonton

Funded: 1989/90 Grant: \$6,000
Completed: May 1991
Title: *Nursing Lounge (#125-01)*

The purpose of this project was to provide a place of relaxation, respite and nourishment for nurses as well as opportunities for strengthening collegial relations. It also serves as a centre for information exchange

and the generation of creative ideas and approaches to problem solving. Results of a survey completed by 50 staff indicate that the lounge is of great benefit to nurses and that it is being increasingly used by nurses especially on evenings and nights.

Cross Cancer Institute, Edmonton

Funded: 1990/91 Grant: \$28,000
Completion: June 1992
Title: *Humour and Music "At Work" Project (#038-03)*

The Humour and Music "At Work" project is a multifaced program with experiential and educational components. The purpose of the program was to provide an environment that allows nursing staff to: i) become more aware of the positive effects of humour and music in their personal and professional lives; ii) learn how to use humour and music as an approach to easing the stresses of the workplace setting, and; iii) enjoy the experience of humour and music as a deliberate part of their own work place setting if they so desire. With the guidance of the Nursing Recruitment and Retention Committee and the Humour Advisory Committee several program components have been developed. The ongoing program consists of a "Thought for the Day" bulletin board, Humour/Music Library Resource Collection, Audio cassette players and tapes for the nursing units, use of humour in newsletters and workshops. The educational components include Humour Workshops, and a "Humour Column" in the nursing newsletter. The long term goal of a staff humour program to become an integral part of programming has been achieved. The Humour Advisory Committee has a designated subcommittee whose mandate is humour programming for staff at the Cross Cancer Institute.

Crowsnest Pass Health Care Centre, Blairmore

Funded: 1990/91 Grant: \$8,400
Completed: May 1991
Title: *Employee Family Assistance Program (#009-01)*

This program was designed to reduce the number of personal problems among the work force and ultimately, the costs attributable to job performance problems. Program services are offered through the Elk Valley Assessment and Referral Centre. Membership in the Elk Valley Assessment and Referral Centre was required and membership fees absorbed a large portion of project funds. The six member Employee Family Assistance Committee has one representative from each union as well as one member of management. The Committee meets each month to determine and implement strategies to advertise and promote the program. Each employee

has received an information package which describes available services. During the first six months of the project, the Elk Valley Assessment and Referral Centre was used by three of the 165 employees of the Health Care Centre.

Foothills Health Unit, High River

Funded: 1991/92 Grant: \$2,000
Completed: August 1992
Title: *Care for the Caregiver (#710-01)*

The project focused on education of health care professionals in the area of self-care skills and collegial support. By sharing and supporting each other, a strong network was developed between Public Health and Home Care Nurses. Three day long workshops were held to discuss various topics related to work life issues. Evaluations completed by participating staff indicated that a strong sense of fellowship and increased knowledge of self care techniques had developed through the workshops.

Hanna Health Care Complex, Hanna

Funded: 1991/92 Grant: \$4,450
Completed: May 1992
Title: *Nursing Staff Lounge/Retreat Area (#057-01)*

This project was designed to improve employee wellness. A lounge/retreat area was provided for nursing staff allowing them to rest and interact amongst themselves during their breaks in an area separate from patients/residents. General consensus is that the project was a success.

Lacombe Community Health Care Centre, Lacombe

Funded: 1991/92 Grant: \$3,150
Completed: October 1992
Title: *Employee Wellness (#068-02)*

This project was designed to address employee's needs in the areas of personal development, stress management, confidence building, interpersonal relationships and communication. Three personal development workshops were held to accommodate approximately 50 employees (RNs, LPNs, and Nurse Managers). Identified positive effects from the project include employee retention, reduced employee absence, increased morale and feelings of wellness. Remaining funds and staff donations were used to convert a store room into a staff lounge.

Issue: Scheduling

Calgary General Hospital, Calgary

Funded: 1989/90 Grant: \$82,000
Completed: October 1991
Title: *Automated Self-Scheduling Project*
(#017-02)

This project piloted the use of computerized self-scheduling for nurses. The project was designed to increase the professional autonomy and job satisfaction of nurses, increase flexibility and creativity in staffing and scheduling, and decrease turnover and absenteeism. Self-scheduling was implemented in a General Surgery Teaching Unit and the Emergency Unit. The project was tracked for 19 months. Evaluation results indicate that the original objectives of the project were achieved. A limiting factor was a change in the collective agreement which tended to constrain individual choice. As a result, on the General Surgery and Teaching Unit where nurses worked 8-hour shifts, a modified version of self-scheduling for only one-third of the staff was achieved. In Emergency, where 12-hour shifts occurred less frequently in a month's cycle, flexibility was not reduced by contract restrictions to the same extent.

Calgary Health Services, Calgary Staff Nurses Association

Funded: 1991/92 Grant: \$4,876
Anticipated Completion: December 1993
Title: *Flexible Working Schedules for*
Community Health Nurses (#706-02)

The purpose of this exploratory study was to examine alternative work schedules for staff nurses in order to assist Calgary Health Services administration, management and staff in making decisions regarding the feasibility of these scheduling methods for their agency. The project was a joint undertaking by Calgary Health Services management and the Staff Nurses Association. Nurses within the SNA identified increased flexibility in scheduling as one method for improving the quality of the nurse's work life. At the same time, both nurses and managers recognized the need to respond to client needs and program demands more effectively. It was anticipated that an examination of and possible changes to the current work scheduling arrangements would satisfy both of these needs. The study incorporated a literature review of alternative work schedules with particular examination of flextime as one alternative. The investigation included a number of data sources with key information obtained through the use of focus groups and questionnaires. This project focused on the needs of staff working under the SNA contract

and included nurses from the Sexuality division; Family Planning Clinic; Home Care division; Public Health Nursing division and Perinatal division. Through the course of the project it was determined that the Sexuality division has a unique system currently in place and staff are very satisfied with their current work arrangement. Therefore, the conclusions and recommendations developed in a comprehensive report do not pertain to the Sexuality division.

Misericordia Hospital, Edmonton

Funded: 1989/90 Grant: \$54,382
Completed: January 1993
Title: *Scheduling (#041-01)*

This project was designed to develop flexible rotation options that would contribute to the overall job satisfaction of nurses. The project has resulted in the implementation of a computerized scheduling system in the areas of Labour and Deliver and Emergency. Positive outcomes from the implementation of the computerized scheduling system include: greater ease in making schedule changes; the elimination of contract violations and inadequate baseline staffing; and, the ability to generate time cards, a four week rotation on one page, a nursing unit schedule for up to six months, and a daily patient care assignment sheet. During the trial implementation period, it became apparent that there was a lot of duplication of work as well as a need for the timely transfer of an overwhelming amount of information from the Nursing Units to the Staffing Office.

Issue: Safety

Brooks Health Centre, Brooks

Funded: 1990/91 Grant: \$3,240
Completed: May 1991
Title: *Professional Assault Response*
Training (PART) (#014-01)

This project was designed to train trainers in Professional Assault Response Training (PART). Four trainees attended the two-day PART workshops in Medicine Hat and a two-day Train-the-Trainer workshop in Ponoka. Since then, the majority of long term care RNs, LPNs and NAs have received PART training including the Mentally Impaired Elderly Component. Through evaluation of the program, the presentation has been reduced to one day of instruction with follow-up education at unit meetings. Maintaining PART education is now an ongoing process.

Calgary Health Services, Calgary

Funded: 1991/92 Grant: \$24,495
Completed: June 1992
Title: *Understanding and Coping with Abuse in the Community (#706-04)*

The purpose of this project was to enhance the safety of community health and home care nurses. The project itself consisted of: i) a questionnaire on abuse; ii) two full day workshops, made available to each nurse who worked with Calgary Health Services during the project period, teaching nurses how to detect potentially dangerous situations, and techniques for defusing or dealing with abusive situations; and, iii) distribution of a bibliography on nurse abuse to all divisions employing nurses. Final outcomes of the project include video tapes of the workshops and the production of final reports and articles for submission to nursing journals. The results of the questionnaire on abuse are compelling.

High River General and Auxiliary Hospital, High River

Funded: 1990/91 Grant: \$9,230
Completed: November 1992
Title: *Patient Transfer Assessment Program (#060-00)*

The program was developed by the Foothills Hospital and presents a comprehensive systematic approach in the decision making process of the physical transferring and lifting of patients/residents. The goal of the project was to reduce musculoskeletal injuries. Positive results surfaced early in the implementation of the program and it became evident that there were other disciplines who could possibly benefit from the objective data gathering tool of the program. As a result the project was extended to various other departments: Diagnostic Imaging, Food Services, Physiotherapy and Environmental Services and to one of our neighbouring health care facilities.

High River General and Auxiliary Hospital, High River

Funded: 1990/91 Grant: \$6,016
Completed: November 1992
Title: *Patient Assault Response Training (#060-01)*

This project aims to prevent assaultive incidents, and to help staff execute safe solutions to incidents which occur. Seven staff members attended a 2-day workshop at the Claresholm Care Centre. This workshop provided instruction on crisis intervention and physical techniques that minimize the risks to staff and clients in assaultive incidents. A part-time Patient Assault Response Training Coordinator was

hired to develop policies and procedures on-site. From January 1992 onwards individuals who attended the workshop trained 16 staff members per month. The program has resulted in increased job satisfaction among nursing staff and a remarkable decrease in assaultive incidents.

Red Deer Regional Hospital, Red Deer

Funded: 1989/90 Grant: \$62,805
Completed: March 1992
Title: *Professional Assault Response Training (PART) (#092-01)*

This project was designed to: reduce the incidence of assaultive behaviour and injury; improve the ability of staff to assess and take preventative action to avoid assault whenever possible; and protect themselves and others from abusive behaviour. A two-day Professional Assault Response Training Program (PART) was offered to all staff in Long Term Care; primarily direct care providers employed on Psychiatry and Emergency; all staff on three medical units in Acute Care; and all staff in Safety and Security. A one-day PART course was offered to other staff in Acute Care. A team of PART instructors will be established and maintained (four each from Acute Care and Long Term Care). Instructors will teach two courses per year and must be recertified every three years. In addition, policies and procedures for aggressive behaviour management have been established. As of July 1992, approximately 517 staff members had been trained. Participants have indicated that the training program has increased their awareness of and ability to deal with abusive incidents. Statistical data on patient abusiveness indicates that incidents of patient abuse resulting in injury to staff and other residents have decreased although the total number of reported incidents of patient abuse has increased. The latter statistic can be viewed as a positive outcome of the program if it is a reflection of heightened staff awareness that abusive incidents should be reported.

Issue: Non-Nursing Duties

Mary Immaculate Hospital, Mundare and Willingdon

Funded: 1989/90 Grant: \$17,000
Completed: December 1991
Title: *Non-Nursing Duties (#081-01)*

This project was designed to identify and reallocate non-nursing tasks to appropriate support staff. A consultant was hired to do an independent organizational review and study of the workplace. Several changes were implemented as a result of the study. Changes include the establishment of a

multidisciplinary "Patient Services Council", and changes in staff reporting lines. Increased decentralization of responsibility and authority to all levels has been initiated on the recommendation of the consultant. This will be an ongoing learning process for some time.

PROJECTS IN PROGRESS

Issue: Decision Making

Alberta Hospital - Edmonton, Edmonton

Funded: 1992/93 Grant: \$62,808
Anticipated Completion: September 1993
Title: *Planning a Shared Governance
Nursing Department Structure
(#137-04)*

The purpose of this project is to develop a comprehensive plan for the achievement of a Shared Governance Nursing Department Structure to which all nursing personnel are committed. Interdisciplinary relationships, communication and inter-unit coordination and cooperation will also be addressed. Eight nursing staff and four managers have been selected to work on the project. To date, a literature search has been conducted and project implementation is progressing well.

Brooks Health Centre, Brooks

Bassano General Hospital, Bassano

Brooks Home Care, Brooks

Funded: 1991/92 Grant: \$78,750
Anticipated Completion: Spring 1993
Title: *Ethical Decision-Making (#014-03)*

This collaborative project is designed to enhance ethical decision making processes through: providing education to nurses, physicians, other health professionals and board members; assessing current structures and making necessary changes. More than 100 staff members from the participating agencies have attended education sessions provided by Dr. Michael Burgess from the University of Calgary. The committee formed through this initiative is in the process of writing an Advance Directives Policy as well as designing an ongoing structure for an ethics committee. Although education of the staff and community continues to be a major priority, through the education sessions the need for improved collaborative communication has also been identified.

A framework to encourage this communication is in the development process. With minimal expenditures to date, the gains have been great.

Calgary General Hospital, Calgary

Funded: 1992/93 Grant: \$75,838
Anticipated Completion: August 1994
Title: *Strengthening Practice Through
Research Utilization (#017-16)*

The purpose of this project is to develop nurses' commitment to research based practice as well as

their research expertise. The project is designed to support nurses in clinical decision-making and in taking responsibility for improving practice and patient care. The project objectives are to: i) provide a structured program of activities and support to clinical areas to facilitate the development of decentralized groups committed to integrating research into their clinical practice; ii) support research teams in activities that contribute to research based clinical practice; and iii) provide research teams with educational opportunities to enhance knowledge and skill in research practices. A project manager has been contracted for two years to facilitate and support the development of nine research teams throughout the hospital. Clinical problems will be addressed and critically analyzed. Educational videos and learning materials will be used to further knowledge and enhance skills.

CDHG - Holy Cross, Calgary

Funded: 1992/93 Grant: \$36,865
Anticipated Completion: December 1993
Title: *Leadership Development for Staff
Nurses (#019-07)*

The purpose of this project is to facilitate the professional development of staff nurses in all of the distinct leadership roles. The proposed programs will enhance the staff nurses' leadership ability by increasing knowledge and skills, improving conflict resolution ability, increasing effective participation on committees, and improving decision-making ability while simultaneously orientating them to concepts of shared governance. The initial workshop, attended by 20 Clinical Management Council members, was conducted to prepare staff to function as effective committee members. A follow-up Leadership Development Program has been offered to 40 staff nurses beginning in February 1993. Program content is currently being designed and validated. The program will be: i) competency based; ii) have built in management support strategies; iii) provide opportunities for on-the-job practice; and iv) provide feedback for individual skill development. Evaluation will be formative and summative and will consist of pre/post testing, content satisfaction surveys and an impact evaluation study.

Cross Cancer Institute, Edmonton

Funded: 1992/93 Grant: \$66,349
 Anticipated Completion: July 1994
 Title: *Research Evaluation and Decentralization Program (#038-10)*

The purpose of this project is to develop unit-based research utilizing committees that can assist staff in transferring knowledge obtained through research studies to patient care. Although the project is just beginning, all nursing units have identified a clinical question they wish to study. A Nursing Research Lab, equipped with a personal computer and selected software has been established to provide secure work space. Literature reviews have been conducted and articles are currently being reviewed. Gaps in the research have been identified and plans are underway to mount several small pilot studies. The main activities over the past two months have included developing the basic infrastructure of the research evaluation and decentralization project.

Killam Auxiliary Hospital, KillamKillam General Hospital, Killam

Funded: 1992/93 Grant: \$17,497
 Anticipated Completion: June 1993
 Title: *Nursing Committee - Shared Governance (#066-03)*

This program was developed with the purpose of improving communication within the facility and also with the community. This project is designed to increase nursing staffs' input to decisions regarding purchases, policies and procedures changes in nursing routines and improvements in the working environment. It is also designed to increase communication between the staff of the facilities, Administration, the Medical Staff and the Board. Participants have attended meetings, developed goals and objectives and will present results to the Board. Communication with Administration and the Medical Staff has improved. Increased communication with the Board is yet to be evaluated. A monthly newsletter is composed and published by staff to keep all part-time and casual employees informed of the changes taking place. They also publish articles in the community newspaper to keep the community informed. The image of nursing has been enhanced within the hospital and the community as indicated, by the positive comments from the community and residents' families and visitors.

Misericordia Hospital/COTHA, Edmonton

Funded: 1992/93 Grant: \$4,000
 Anticipated Completion: July 1993
 Title: *Invitational Conference II (#041-05)*

The purpose of this project is to conduct a follow-up workshop to encourage the 15 participating hospitals to continue their efforts in rebuilding the large hospital workplace as one which is distinguished by a high degree of nursing staff involvement in decision-making and problem-solving at all levels of the organization. The conference steering committee met in September, 1992, to discuss the conference theme and options regarding conference format. It was agreed that the theme of the nursing conference would focus on change and how to work within a changing environment. Presently, the committee is reviewing several proposals from individuals who could facilitate the conference. Once a facilitator is chosen, the planning of the conference will proceed.

Queen Elizabeth Hospital, Grande Prairie

Funded: 1991/92 Grant: \$100,000
 Anticipated Completion: June 1994
 Title: *Decentralized Unit Management (#056-06)*

This project is designed to give nurses greater control over their work through job restructuring based on the principles of semi-autonomous work groups. "Pilot units" will be selected and the staff will be trained. All processes on the unit will be reviewed to determine the extent of possible delegation to staff. Revised work processes will be implemented incrementally over a 3-year period. Because of the many changes occurring in the facility and constrained nursing resources project implementation was somewhat delayed.

Tofield Health Complex, Tofield

Funded: 1992/93 Grant: \$7,060
 Anticipated Completion: September 1993
 Title: *Standards of Practice Committee (#102-04)*

The purpose of this project is to promote nursing staff participation in decision-making in areas which affect clinical nursing practice through the implementation of a decentralized nursing standards of practice committee. A 2-day retreat was held to review and make recommendations for change in Medical Staff Rules and Board policies which affect Acute Care Nursing. The Committee has also started to review and revise the Acute Care Nursing Standards and Procedures. The voting members of the committee have "taken ownership" of the project and are seriously addressing needed changes and staff

concerns regarding nursing practice.

University of Alberta Hospitals, Edmonton

Funded: 1991/92 Grant: \$41,045
Anticipated Completion: March 1993
Title: *Facilitating Staff Nurse Involvement
in Shared Governance Structures
(#044-11)*

This project is designed to facilitate significant participation of staff nurses in shared governance activities, through provision of release time for such activities and appropriate educational assistance. Decision-making bodies, composed of staff nurses, nursing coordinators and nurse managers, will be established. As of November 1992, the C.A.R.E. Governance Model (an acronym for Cooperation, Accountability, Respect, and Empowerment) was close to complete implementation. Three of the four divisional councils are underway and the majority of decentralized councils have been functional for several months. The four council are: i) Communications and Informatics; ii) Practice; iii) Professional; and iv) Resource Management. The response of staff to the new governance structure is, to this point, very subjective although a group has been formed to develop an objective approach to measurement of effectiveness. So far, nurses are enthused and optimistic about the possibilities but many are reserving judgement until the system has been in operation for a length of time.

Vegreville Auxiliary Hospital and Nursing Home,
Vegreville

Funded: 1992/93 Grant: \$15,678
Anticipated Completion: December 1993
Title: *Management Skills for Front Line
Nurses (#224-03)*

The purpose of this project is to enhance the decision making and leadership roles of the front-line nurse in an interdisciplinary setting. The Management Process, a series of workshops developed by Grant MacEwan Community College, were scheduled for presentation in the fall/winter of 1992. After consultation with the nurses, it was decided to make the workshops available to other members of the interdisciplinary team and to the support services staff. The front line nurses are seen to be an integral part of the interdisciplinary team and are seen to have direct responsibility for managing resources within the unit to enhance resident care.

**Issue: Communication/
Team Building**

Alberta East Central Health Unit, Stettler

Funded: 1991/92 Grant: \$53,511
Anticipated Completion: March 1993
Title: *Health Unit Work Life
Enhancement- Research (#700-01)*

This project (Phase One of a broader initiative described below) was designed to analyze the factors which affect job satisfaction and develop/implement strategies to: i) improve and enhance communication throughout and between all levels of the organization; ii) foster an atmosphere of support and value of individual staff members and their contribution to the organization; iii) integrate health promotion and wellness strategies into the work environment; and iv) develop coping strategies throughout the organization to deal effectively with geographic and professional isolation. The project examined worklife issues within the Health Unit through a six month research project, contracted to a consultant. Questionnaire, interview and focus group formats were used to identify issues and "gaps" in worklife satisfaction. Recommendations were made to address the gaps.

Alberta East Central Health Unit, Stettler

Funded: 1992/93 Grant: \$70,174
Anticipated Completion: March 1994
Title: *Health Unit Work Life Enhancement
- Implementation (#700-02)*

The purpose of this project is to implement the worklife strategies identified in the recommended Action Plan, developed in Phase One - Research (#700-01). An implementation team was established to facilitate creative, innovative thinking at the staff level around strategies to improve worklife quality. At a retreat the team spent time on assessing skills and developing a set of criteria upon which implementation strategies would be assessed. At the same time, development of focus group recommendations were undertaken with further facilitation by the consultants. Groups from program or discipline areas dealt with such issues as conflict resolution, communication, management structure and reporting lines, leadership and group image. All focus groups looked at group values and identified ways of working together to support those group values. The energy and resources of the second year of the project will be spent on identifying and implementing creative, innovative and meaningful strategies identified by staff and managers of the Health Unit as enhancing to worklife. The implementation will continue to be a force for facilitation of change.

Alberta Health - Mental Health Division, Calgary
Foothills Provincial Hospital, Calgary
CDHG - Rockyview, Calgary
CDHG - Holy Cross, Calgary
Calgary General Hospital, Calgary
Canadian Mental Health Association
Calgary Association of Self Help
Family Therapy Program, University of Calgary
Wood's Home, Calgary

Funded: 1992/93 Grant: \$72,500
 Anticipated Completion: March 1993
 Title: *Improving Compliance and Continuity of Care by an Integrated Tracking System (#642-01)*

The purpose of this project is to develop a tracking system using a collaborative model that bridges hospitals and community agencies resulting in better use of resources. The focus of this project is the development of an integrated clinical database for the use of nurses, physicians and other providers-of-care to the chronically mentally-ill population in the Calgary region. The proposed system, now called the Mental Health Clinical Integrated Database (MHCID), is envisioned to merge information about these patients and their contacts with all regional hospital services (inpatient, outpatient and emergency) and community based mental health services to a central database so that authorized primary care providers will have immediate access to current clinical information. The primary project goal is caregiver job enhancement through assistance with case management, but other potential benefits include improvement of quality, continuity and coordination of care for patients. To our knowledge, there is no other coordinated community and hospital patient information system for a complete service region in Canada. The specification and design phases of the project are completed and it is well into implementation.

Alberta Health - Mental Health Division, Cochrane
 Funded: 1992/93 Grant: \$17,150
 Anticipated Completion: March 1993
 Title: *Team Wellness: Greeting the Challenge of Change (#649-01)*

This project is designed to improve the functioning of the Rural Mental Health Team in the Calgary Region. Organizational consultants have been recruited and initial planning meetings have been held. All staff are currently completing a number of instruments that measure team functioning and individual functioning within the organization. A 2-day workshop occurred in December 1992, followed by individual clinic visits with the consultants and a second intensive workshop in February 1993. A reevaluation of team functioning

will be completed as the final phase of the project.

Alberta West Central Health Unit, Edson
Hinton General Hospital, Hinton

Funded: 1991/92 Grant: \$51,276
 Anticipated Completed: March 1992
 Title: *Nurse Educator/Developer (#701-01)*

This project is designed to: i) increase nurses' skills in working with elderly clients in a variety settings; ii) improve collegial relationships between Community Health Nurses and Home Care nurses, and the greater nursing family within the Health Unit; iii) develop new, innovative services for older adults in the communities of Hinton and Grande Cache in cooperation with other concerned professionals, agencies and groups; iv) support Home Care nurses in their relatively new role in Single Point of Entry for Long Term Care; and v) improve services provided for senior citizens. A comprehensive evaluation of the various services offered to older adults has been done through examination of historical information, previous survey and evaluation reports, observation of the Seniors' Wellness Clinics in the three geographical areas, attendance at relevant meetings and literature reviews. New data collection tools have been developed and have been successfully used to examine the health needs of older adults. Satisfaction with current health unit services has also been assessed. Additional assessment is to be done through a survey of older adults attending the flu clinics. Initial recommendations have been drafted. Following completion of the evaluation, final recommendations for the future will be made. Subsequent project work will involve development of concrete plans of action and recommendations for needed resources. An evaluation of the project will be completed using some of the data collection tools already developed.

Bethany Care Centre, Airdrie
 Funded: 1991/92 Grant: \$29,268
 Anticipated Completion: March 1993
 Title: *Quality Assurance Program (#472-02)*

This on-going Quality Assurance Program involves nurses and care aides in the development of a process which enables them to implement, manage and monitor change. The process is resident focused and all caregivers and relevant departments are involved in the problem-solving process. The progress report indicates that the Nursing Practice Committee was involved in the development and implementation of an interdisciplinary "Resident" information base which is needed for improved inter-disciplinary care delivery

and care audits. An interdisciplinary committee has reviewed infection control, biomedical waste and emergency planning.

Bethany Care Centre, Airdrie

Funded: 1992/93 Grant: \$6,120
Anticipated Completion: December 1993
Title: *Fostering, Building and Nurturing Relationships (#472-04)*

The purpose of this project is to facilitate the process of building, nurturing and sustaining relationships among residents, staff and visitors over time through the creation of a picture gallery. Individual pictures, with the appropriate name plates for residents, staff, volunteers and trustees, will be displayed until termination, discharge or death, at which time the picture would be put into the appropriate Family Album. At report time they were more than half way through the photo sessions, "You need to be there to ... experience the ripple of excitement that is going through the organization."

Bethany Care Centre, Calgary

Funded: 1992/93 Grant: \$34,692
Anticipated Completion: September 1993
Title: *Integrating Family Members into the Health Care Team (#201-06)*

The purpose of this project is to develop programs to enhance and improve the coping skills of family care givers, thereby making them helpful members of the interdisciplinary healthcare team. Additionally, this project will develop an educational program for nursing to assist them in understanding the needs of family members and thereby enable them to better integrate families into the care team. To present, group work programs for adult children of residents and spouses of residents have been developed. Evaluations of these groups have been positive. Additionally, one educational inservice has been conducted, and another two educational inservices are currently being developed.

Brooks Health Care Centre, Brooks

Bassano General Hospital, Bassano

S.E. Alberta Home Care, Bassano/Brooks

Funded: 1992/93 Grant: \$46,250
Anticipated Completion: January 1994
Title: *Chronic Pain Management (#014-05)*

The purpose of this project is to provide an integrated, interdisciplinary approach to chronic pain management that is client driven. In the early stages of implementation, linkages have been made with Dr. Neil Swanson, Professor and Head of the Department

of Family Medicine at University of Calgary. A proposal has been submitted to the College of Physicians and Surgeons by Dr. Swanson to make Brooks/Bassano a pilot project for Chronic Pain. Committee members from each participating facility (nurses and physicians) attended the Pain in the 90's Conference in Calgary.

Calgary General Hospital, Calgary

Community Health Liaison Nurse

Calgary Breastfeeding Clinic-Lactation Consultant

Funded: 1992/93 Grant: \$65,600
Anticipated Completion: December 1993
Title: *Breastfeeding Resource Centre (#017-25)*

The purpose of this collaborative hospital and community health project is to establish an interdisciplinary resource centre for prenatal, in-hospital and postnatal support to breastfeeding mothers. A lactation consultant was hired in December 1992. The project is intended to establish the Calgary General Hospital as the resource centre for breastfeeding mothers and health professionals in Calgary and surrounding area. As a result, it will improve health care service in terms of cost effectiveness and standardization of care, as well as address the educational needs of patients and a variety of disciplines in the health care field. Further, the clinic will establish long term system change in terms of focusing on prevention of breastfeeding and health related problems as opposed to treatment of breastfeeding problems. The project has already given several staff nurses the opportunity to be key interdisciplinary team decision-makers in program planning to this innovative approach to health care delivery. The goal upon completion of the project is to achieve long term program system changes which will be designed for universal application.

CDHG - Holy Cross, Calgary

Funded: 1991/92 Grant: \$31,045
Anticipated Completion: April 1993
Title: *Family Systems Nursing: Medical/Surgical Project (#019-05)*

This project is designed to foster family/hospital relationships characterized by mutual trust and regular communication and cooperation between patients, their family and hospital staff. Nurses from the six units participating in the project will learn about the complex nature of patient, family and hospital relationships; interventions used to resolve conflicts; and actions which can be taken when family/hospital crises occur. The Project Faculty (a 3-member group which monitors the project) continue to work with the nurses from the six project units focusing on skill

enhancement while working more collaboratively with families and methods of integrating family systems nursing into routine nursing care. In response to participant feedback, the project faculty have designed two courses in family systems nursing as follows: i) Introduction to Family Systems Nursing; and ii) Implementing Family Systems Nursing. A preliminary evaluation has been conducted and a written report completed. The information from the preliminary evaluation provided the basis for the development of a research proposal which has been submitted for funding. The primary objective of the research is to study the effect that a family systems nursing approach to health care has on family/hospital relationships according to patients, their families and nurses. This project is in the final stages of completion.

CDHG - Rockyview, Calgary

Funded: 1992/93 Grant: \$11,684
 Anticipated Completion: April 1993
 Title: *Dynamics of Professional Growth for Critical Care Nurses (#020-16)*

The purpose of this project is to conduct a 2-day team building workshop for critical-care nurses. The first day used the traditional approach of speakers. The second day of the workshop was spent outdoors with "One Step Beyond", a management company situated in Canmore, Alberta, that specializes in experiential learning. The 20 nurses who had the opportunity to attend the initial retreat found the experience so beneficial that they are currently organizing another "mini" retreat along the same lines as the second day component for those staff members who were unable to attend the first session.

Consort Municipal Hospital, Consort Big Country Health Unit, Hanna

Funded: 1992/93 Grant: \$2,369
 Anticipated Completion: March 1993
 Title: *Communication and Team Building Using Humour as a Vehicle (#030-01)*

The purpose of this project is to enhance communication and teamwork during a time of change. A workshop facilitator has been tentatively booked to present 2 workshops in the spring of 1993.

Crowsnest Pass Health Care Centre, Blairmore Chinook Health Unit, Blairmore

Funded: 1992/93 Grant: \$8,418
 Anticipated Completion: June 1993
 Title: *Developing Working Relationships to Promote Early Hospital Discharge (#009-05)*

The purpose of this project is to develop an exchange program to improve the understanding of the respective roles of hospital and home care in the changing health care system thereby facilitating earlier hospital discharge and improving continuity of care. The exchange program is two part, the first part consisting of two 4-hour multidisciplinary workshops developed by the hospital staff for the home care staff to attend. The workshop will be an informal information sharing and problem solving session. The second component of the exchange will include 20 acute care RNs and 20 LPNs who will be scheduled to work with home care during the months of April, May and June, 1993. An evaluation questionnaire will be developed for completion by all participating staff.

Drayton Valley and District Health Complex, Drayton Valley

Funded: 1992/93 Grant: \$35,000
 Anticipated Completion: May 1993
 Title: *"Pulling Together" (#488-04)*

This project is designed to provide a planning forum for nursing staff and administration to develop goals and objectives related to addressing worklife concerns of nurses. Three "Pulling Together Planning Retreats" were held and a mix of hospital wide staff participated. Goals included clarifying values, determining guiding principles and planning for specific needs at the Complex. Objectives related to scheduling, job sharing, employee stress management, communication, decision making, improved services and programs were targeted. This project supported and developed nursing staff to better access and participate in the decision-making process, while increasing professional and personal cohesiveness, fostering motivation and improving communication at all levels. A summary report will be presented to the Board of Director by participants for discussion and consideration. A Post-Retreat evaluation will be done in six months to determine if there is evidence of improved team effectiveness.

Extendicare Health Services, Edmonton

Funded: 1992/93 Grant: \$28,490
Anticipated Completion: May 1993
Title: *Care Assessment and Planning System (#436-04)*

The purpose of this project is to develop a comprehensive educational program including a training manual and video to support Extendicare's Care Assessment and Planning System.

Fairview Health Complex, Fairview

Funded: 1992/93 Grant: \$12,318
Anticipated Completion: July 1993
Title: *Multidisciplinary Response to Out of Control Behaviour in the Elderly (#049-01)*

The purpose of this project is to provide staff with training to support the development of clinical and problem solving skills. An identified patient care issue (out of control behaviour in the elderly) is being used as the vehicle to reinforce the value of staff having meaningful input to decision making. The grant supports partial funding for staff salary costs for attendance at training and planning sessions. To date, three of the five budgeted clinical development workshops have been completed. Twenty-six staff have completed the course in Professional Assault Response Training. Staff Working Committees have been established and are presently working towards development of standards and procedures.

Foothills Provincial General Hospital, Calgary

Funded: 1991/92 Grant: \$55,511
Anticipated Completion: March 1993
Title: *Reactivation Program for the Elderly Patient in a Surgical Setting (#016-08)*

This program is designed as a collaborative practice model to enhance the knowledge, skill and confidence of surgical nurses caring for the elderly orthopedic patient in an acute care setting. The project is unique in that it combines nursing education, practice and research in an effort to address one of the major issues in health care today, (i.e., returning the elderly patient to the community with a minimum decrease in cognitive and functional status). The reactivation program has been implemented at the unit level with Medicine, Nursing, Physical Medicine, Rehabilitation and Social Work/Home Care participation. The educational component of the project was developed and implemented in collaboration with the Gerontology/Orthopedic Education Specialists at the Foothills School of Nursing and the Orthopaedic Clinical Nurse Specialist at the Foothills Hospital. In

addition to providing an educational program for all staff nurses the program also provides a clinical practicum placement for nursing students specializing in gerontology. Data is being collected from participants' families involved in the program and matched control groups for an outcome oriented evaluation.

Foothills Provincial General Hospital, Calgary

Funded: 1992/93 Grant: \$35,597
Anticipated Completion: October 1993
Title: *Defining the Role of LPNs in Acute Care - Facilitating the Process of Change (#016-11)*

The purpose of this project is to examine the change in staff mix (RN/LPN) currently underway, and to facilitate the change process by identifying working relationships for RNs and LPNs. The grant provides support for a project manager to assist in the study of LPNs in their new roles following the change in staff mix. A pilot test of the procedure and the instruments proposed for data collection was conducted on four nursing units with 169 patients. The test identified types of patients and their classification indicators for LPNs. Direct, indirect and unit based activities, and a work sampling form were recommended based on the results of the pilot test. The project is directed by a 12 member Advisory Committee which has been formed to oversee the project. To assist in educating nursing staff regarding the RN supervisory function, three Committee members have outlined content and development a module for the teaching program. Further development and pilot testing will be done by the Project Coordinator who started in October, 1992.

Fort Macleod Health Care Centre, Fort Macleod Lethbridge Regional Hospital, Lethbridge

Funded: 1992/93 Grant: \$8,029
Anticipated Completion: May 1993
Title: *Team Building in Response To, and In Anticipation Of, Change (#050-04)*

The purpose of this project is to improve job satisfaction among employees through assessing and addressing their decision making skills and communication skills and making the appropriate changes in the workplace using a structured team building process. A needs assessment survey was completed by all Acute Care staff which assessed their perception of their role, decision making practices/input, apathy, conflict in the workplace, productivity, job satisfaction and staff cohesiveness. Based on this assessment, workshops are being tailored to the various hospital employees groups

(i.e., nursing, administration).

Fort McMurray and District Health Unit, Fort McMurray
Occupational Health Services of Keyano College
Syncrude and Suncor
Alberta Mental Health

Funded: 1992/93 Grant: \$9,510
Anticipated Completion: June 1994
Title: *Empowering Nurses through Knowledge of Roles and Improved Communication (#711-03)*

The purpose of this project is to develop an awareness of the various nursing roles in different health agencies and improve communication among nurses for the enhancement of the nursing profession and the empowerment of nurses. A forum and follow-up session will be organized. To date, a planning committee has been established and a list of local resource people has been compiled.

Grey Nuns Hospital, Edmonton

Funded: 1991/92 Grant: \$110,782
Anticipated Completion: 1993
Title: *Interdisciplinary Model for Patient Care Delivery (#124-14)*

This project will develop a new care delivery model that enhances interdisciplinary collaboration and improves patient care. Care delivery practices were evaluated and alternate delivery systems were reviewed. Modular Nursing has been chosen as the care delivery model for trial implementation. Extensive planning and communication has occurred to prepare unit and hospital staff for implementation of Modular Nursing. Unit routines and staff behaviour expectations have been developed. Two 1-day workshops have been planned for all nursing staff to orientate them to interdisciplinary team members roles, communication and expectations. Extensive orientation and staff development has also occurred to prepare staff members for the change.

Grimshaw/Berwyn and District Hospital, Grimshaw

Funded: 1992/93 Grant: \$6,326
Anticipated Completion: May 1993
Title: *Communication Skills and Stress Management Workshop (#132-01)*

This project is designed to assist nurses and all hospital staff in team building through improved communication skills and stress management. The project focuses on doing more with less in a changing economic climate with patients' increased expectation of services, reduction of staff levels, and the added responsibility placed on rural nurses and other staff.

The achievement goals are to promote a hospital-wide commitment to develop ongoing communication skill improvement, to manage stress on the job and in personal lives and to find a way to stay fresh and avoid burnout. Two keynote speakers conducted a workshop October 29 and 30, 1992 in Grimshaw. This enabled at least half of the nursing staff and approximately half of the rest of the hospital staff to attend. Following the workshop staff were asked to complete an evaluation. One hundred percent of respondents rated the speakers and sessions as excellent and feel that the information received will help in attaining the stated goals on an ongoing basis. Another evaluation is planned in six months time.

Medicine Hat Regional Hospital, Medicine Hat

Funded: 1992/93 Grant: \$17,200
Anticipated Completion: March 1993
Title: *Integration of Nursing and Recreation Services to Augment the Well Being of Extended Care Patients (#079-08)*

The purpose of this project is to enhance the worklife of health care givers by developing their awareness of "learned helplessness phenomenon" resulting in improved resident participation in decision making. The project is almost completed. The concept of learned helplessness was explored. Two instruments were selected and used to collect interview data from 29 residents relating to their perception of helplessness and control in their environment. This data was analyzed and used in educational sessions for nursing and recreational staff. The impact of this project on the environment of residents and staff is currently being evaluated.

Red Deer Regional Health Unit, Red Deer

Funded: 1991/92 Grant: \$88,600
Anticipated Completion: June 1994
Title: *Unit Multidisciplinary Management Development and Team Building Program (#721-01)*

This project is designed to foster the skills needed by employees for the development of mature work teams in the organization. The reorganization is complete. Every employee is now a member of a work team which has a mandate and measurable objectives. Team skills training for all staff will be completed by May, 1994. Team building sessions are scheduled for every team in the spring as soon as all staff have had base training. These sessions will be conducted by a trained facilitator (external to the team and department) in conjunction with the manager of the team. Two major blocks to each particular team will be addressed at these sessions. The sessions will be

conducted once a year minimum in the future. The skills are now in place within the organization to do this in-house. Final assessments will be conducted in April and May, 1994.

Red Deer Regional Health Unit, Red Deer
Satellite offices in Lacombe, Sylvan Lake, Rocky
Mountain House, Innisfail and Delbourne

Funded: 1992/93 Grant: \$68,450
 Anticipated Completion: September 1993
 Title: *Multidisciplinary Community Development Training Project (721-02)*

The purpose of this project is to effectively respond to employee's needs for development of, and ongoing utilization of, community development skills through planning and development workshop sessions. The first workshop was scheduled to begin January 1993.

Rimbeay Auxiliary Hospital, Rimbeay

Funded: 1992/93 Grant: \$55,000
 Anticipated Completion: August 1993
 Title: *Facilitating Change: An Interdisciplinary Holistic Health Promotion Plan (#222-02)*

The purpose of this project is to assist Long Term Care Staff in the positive change toward holistic care delivery using an interdisciplinary approach thus promoting enhanced resident care and improved work life through collaborative efforts. The tool used to facilitate this change is a health promotion program. To date the following steps have been implemented: i) Program Planner hired; ii) needs assessment completed by residents and staff; iii) residents chosen for tracking and for evaluation of interdisciplinary and holistic focus changes; iv) interdisciplinary team members approached to assist with program delivery and presentation; v) Health Promotion Program delivery; and vi) collection of program materials and resources for reuse and sharing has begun.

Sturgeon Health Unit, St. Albert
Barrhead General Hospital, Barrhead
Dr. W.R. Kier Care Centre, Barrhead

Funded: 1992/93 Grant: \$8,135
 Anticipated Completion: March 1993
 Title: *Development of Nursing Exchange Visits (#726-03)*

The purpose of this project is to enhance communication and cooperation between home care and institutional (acute and long term care) nurses and thereby improve the quality and continuity of care to clients/patients. Exchange visits were planned and

evaluation forms developed. To date, ten acute care nurses and one home care nurse have completed the exchanges. The hospital nurses claim a better understanding of the services home care provides and the need for early referral and individual discharge planning. When all the exchange visits have been completed, work on written guidelines for appropriate referral from one sector to another will begin. However, it is reported that communication and service have already improved.

Taber and District Health Care Complex, Taber

Funded: 1992/93 Grant: \$11,400
 Anticipated Completion: April 1994
 Title: *"Now that the Doors are Locked, Who Holds the Key?" (#100-02)*

The purpose of this project is to promote a family centred approach to care of the mentally impaired elderly in a special care unit. It focuses on three critical components; the staff, the resident's family and the general public. Similarly, the project is broken down into these same three phases. The initial phase, "educate staff to the unique needs of the special care unit residents", is now complete. In October 1991, medical staff, nursing personnel and other health care professionals took part in a series of workshops conducted by Drs. Labonte and McKenzie, Geriatric Specialists. In June 1992, a 2-day workshop conducted by Moyra Jones successfully met its objectives related to multidisciplinary care planning to meet the unique needs of residents in a mentally impaired unit. Stage two, "encourage family involvement in the special care unit by development and formulation of a brochure, resource library, advisory board and family support group" is in the process of being developed. The final stage, "public education", will proceed in the fall of 1993.

Tom Baker Cancer Centre, Calgary

Funded: 1991/92 Grant: \$80,500
 Anticipated Completion: May 1993
 Title: *Interactive Model for Nursing Practice (#135-03)*

This project will develop and implement an interdisciplinary, cooperative and collaborative model of health care practice. The Working Committee established for the project includes a registered nurse from each nursing unit, a registered radiation technologist, a psychologist, and a radiation oncologist. The project was developed in three stages: review; research and evaluation. Stage One reviewed and revised the nursing practice model of patient care. This was accomplished through literature reviews and meetings with staff nurses. A module on the theoretical and practical components of

the nursing practice model was developed and made available to all nursing units and the cancer centre library. In Stage Two, all nursing staff were interviewed and observed for an inventory of nursing actions under the headings: independent practice; collaborative practice and dependant practice. Upon completion of each observation, a process of triangulation to confirm the data was undertaken. This stage revealed many interesting facts regarding the scope of nursing practice and the complexity of the nursing role within the centre. Stage Three, evaluation, will be developed over the next nine months.

University of Alberta Hospitals, Edmonton

Funded: 1991/92 Grant: \$30,000
Anticipated Completion: April 1993
Title: *Case Management Project (#044-10)*

This project will develop and implement a model of managed care and case management that: i) improves or maintains the quality of patient care; ii) promotes interdepartment efficiency through multidisciplinary practice; iii) enhances job satisfaction of health care professionals; and iv) facilitates appropriate or reduced resource utilization. To date, two critical paths for case types have been piloted. One is in use and is near implementation. The second nursing unit is incorporating the case manager role into its current structure. Numerous other areas are gathering data and developing critical paths. The project group has been active in educating members of all disciplines, and in providing information and resources to those wishing to learn about these systems of patient care delivery. A detailed "handbook" is available summarizing the group's work.

Youville Nursing Home, St. Albert

Funded: 1992/93 Grant: \$44,015
Anticipated Completion: November 1993
Title: *Enhancement of the Nursing Roles Within the Long Term Care Health Team and Effective Team Functioning (#475-08)*

The purpose of this project is to implement a team education system as well as to implement a team model that enhances client care decisions. The 12 month project was designed to: i) complete a functional role and needs assessment; ii) develop and implement an educational program that can be implemented with limited resources after project completion; and iii) develop information packages to enable information sharing outside the facility.

Issue: Recognition

Alberta Health, Mental Health Division, Edmonton

Funded: 1992/93 Grant: \$71,500
Anticipated Completion: March 1994
Title: *Developing and Implementing Nursing Research Skills (#662-01)*

The purpose of this project is to position nurses as equal partners with social workers and psychologists by bringing their research abilities in line with other staff and by developing their skill in applying research to practice. Discussions are taking place with a nurse researcher for the purpose of developing and presenting the training package and the consultation to individual research proposal development. The formal training segment of the project will start-up in the late fall of 1993.

Alberta Health, Mental Health Division, Lethbridge

Funded: 1991/92 Grant: \$3,400
Anticipated Completion: Spring 1993
Title: *Chronic Psychiatric Clients (#656-01)*

This project provides nurses with the opportunity to review programs used in other centres for the delivery of service to the chronically mentally ill, and to apply principles of well-established programs to the community of Lethbridge. Project funds cover salary and travel costs of two nurses to visit Edmonton and Calgary to review case management models.

Alberta Health, Mental Health Division, Lethbridge

Funded: 1991/92 Grant: \$1,560
Anticipated Completion: Spring 1993
Title: *Consultation Models for Psychogeriatric Services (#656-02)*

This project is designed to enhance the professional role of the nurse. Project funds covered the travel costs of two staff members to visit Edmonton and Calgary to observe psychogeriatric service delivery models in practice. As a result of these visits changes have been made in the team process relating to networking and case conferencing. Gaps in services were also identified and meetings with other agencies are underway to address these gaps.

Alberta Health - Mental Health Division, Peace River

Funded: 1991/92 Grant: \$8,000
Anticipated Completion: Ongoing
Title: *Video Library (#611-01)*

This project is expected to increase staffs' general and specific knowledge of mental illness and mental health. Videos have been purchased and are now in

the process of being summarized for catalogue purposes. Other professionals in the region will have access to these materials. The library will be enhanced over time and this project will continue beyond the grant.

Alberta Hospital, Edmonton

Funded: 1990/91 Grant: \$16,648
Anticipated Completion: March 1993
Title: *Growth in Clinical Expertise (#137-01)*

This project is designed to identify indicators of growth and expertise in clinical psychiatric/mental health nursing and to propose strategies for the acknowledgement of staff's clinical growth and expertise. Nineteen nurses of varying educational backgrounds and clinical experiences have been interviewed. Interview data were analyzed to describe the phenomena of psychiatric nursing at Alberta Hospital and to identify indicators of clinical growth and expertise. A group of staff nurses are currently reviewing the analysis of the data. Based on this review, the Nursing Department will develop strategies for recognizing nurses and acknowledging clinical growth and excellence.

Alberta Hospital, Edmonton

Funded: 1991/92 Grant: \$23,702
Anticipated Completion: March 1993
Title: *Learning Modules for Psychiatric Aides (#137-02)*

This project is designed to increase the knowledge and skill of psychiatric aides. Two self directed learning modules will provide instruction on: i) the behaviour, etiology and interventions common to the psychiatric disorders commonly encountered at Alberta Hospital; and ii) the observation and listening skills used by health care personnel in communicating with their clients.

Beaverlodge Municipal Hospital, Beaverlodge
Hythe Hospital and Nursing Home, Hythe
Community Ambulance, Beaverlodge

Funded: 1991/92 Grant: \$33,741
Anticipated Completion: February 1993
Title: *Enhanced Education and Professional Development (#006-01)*

This collaborative project is designed to improve nurses' knowledge and skills in the area of cardiac care and rural emergency nursing. To date, two workshops have been held in Beaverlodge and two in Hythe. These workshops were attended by 64 staff (RNs, LPNs and NAs). There were 20 improvements to policy and procedure made as a result of these

workshops. Educational equipment purchased through this project is shared by the two facilities. A 1-day visit from a geriatrician which included the assessment of 11 patients and a 1-hour lecture on Alzheimers has resulted in efforts to assist nurses in coping with violent patients. This continuing education is resulting in more confident, competent and less stressed staff.

Bow Island Health Centre, Bow Island

Southeastern Alberta Health Unit, Medicine Hat

Funded: 1991/92 Grant: \$17,000
Anticipated Completion: Ongoing
Title: *Transitional Unit (#011-02)*

This project will recognize the knowledge and skills of nurses and their expanded role in a changing health care system. The program was established to provide assessment and reactivation for long stay or recurrent patients. An interdisciplinary team approach is used involving physiotherapy, pharmacy and dietary in the assessment and reactivation plans. An effort is made to involve both patient and family in establishing goals, working for maximum independence and planning for future placement. Discharge planning is a very important part of the transitional unit and the transitional nurse acts as a liaison between the physician, home care and the senior citizens lodge. The transitional nurse will work to facilitate timely discharges, reduce unnecessary re-admissions and create positive outcomes for patient, hospital and community.

Breton General Hospital, Breton

Funded: 1992/93 Grant: \$25,240
Anticipated Completion: Ongoing
Title: *Knowledge of Excellence (#013-02)*

The purpose of this project is to provide a mechanism for enhancing skills on an ongoing basis using a train-the-trainer approach. The expected outcome of the project is to improve: i) the quality and scope of community health services; and ii) the quality of working life for staff members. Six Grant MacEwan home study certificate programs are available for the RNs and the post examinations have started. Planning is progressing for the clinical development workshop in the area's of Emergency, Obstetrics, and Geriatrics. The clinical content has been identified and presenters have been confirmed. To date, seven RNs and three LPNs have achieved P.A.R.T. certification and 11 staff nurses attended the Obstetrics Emergency workshop. A complete record of workshop material, including handouts, videos, workbooks and reference materials is being developed for future resource and/or inservice use.

Brooks Health Centre, Brooks
Southeastern Alberta Home Care Office, Brooks
Bassano General Hospital, Bassano

Funded: 1992/93 Grant: \$16,480
Anticipated Completion: November 1993
Title: *Gerontology Training Program*
(#014-04)

The purpose of this project is to provide training opportunities through a planned series of 12 lectures in gerontology to acute, long term and community agencies that provide services to the elderly. A committee has been established and a gerontology educational needs assessment of the staff and volunteers has been completed. Mount Royal College has been contracted to deliver this 6-day program commencing September, 1993. The content of the program was based on the results of the needs assessment. A public information session for the community has also been set up. The possibility of this program being available to other rural communities is under discussion.

Calgary General Hospital, Calgary

Funded: 1991/92 Grant: \$4,410
Anticipated Completion: May 1993
Title: *Time:Text A Priority Management System* (#017-13)

This project is designed to improve nurse managers' ability to manage time effectively and thereby reduce their stress levels and the negative impact of staff stress on organizational costs. A time management system called "Time:Text A Priority Management System" will be implemented. The project is being piloted in 2 departments: Maternal/Child/Ambulatory Care and Critical Care. One of the pilot departments has implemented the system with very positive results. The second pilot department has modified the original proposal by using the balance of the funds to provide an opportunity for all nursing staff to learn more about effectively managing their daily activities. The workshop will be evaluated at the end of the sessions and again in another 6 months time.

Carewest Administrative Centre, Calgary

Funded: 1991/92 Grant: \$81,080
Anticipated Completion: March 1993
Title: *Practice/Program Development for the Care for Persons with Psychogeriatric Concerns* (#500-03)

This project is designed to upgrade the practice and program knowledge and skill level of nursing staff and other members of the interdisciplinary care team in the area of psychogeriatrics. The goal of the project is to contribute to a more rewarding and

satisfying work environment for staff and a higher quality of care for residents with psychogeriatric concerns. A Clinical Nurse Specialist was hired to operationalize the four objectives: i) to foster an enhanced organization-wide understanding of psychogeriatrics; ii) to develop a common philosophy and framework throughout Carewest for the care persons with psychogeriatric needs; iii) to determine ways to care for the psychogeriatric resident differently and, in so doing, improve the quality of life and well being for the resident, family and caregiver; and iv) to increase the capability of Carewest's Placement Coordination Service and Psychogeriatric Consulting Service to respond to service expectations in the area of psychogeriatric assessment, placement, consultation, and education support. Four activities have been initiated to achieve the objectives: i) the training of ten Psychogeriatric Resource Nurses, including one Placement Coordinator; ii) the enhancement of skills on five units focused on psychogeriatric practice; iii) the collection of consumer feedback from Carewest families; and iv) the development of a cross-training curriculum with the Psychogeriatric Consulting Service.

CDHG - Colonel Belcher, Calgary

Funded: 1991/92 Grant: \$50,000
Anticipated Completion: Spring 1994
Title: *Rehabilitation Training for LPNs*
(#126-05)

This project is designed to increase the knowledge and skills of LPNs in the area of patient rehabilitation; and thereby enhance the role of the LPN, improve patient care in long term care facilities, and strengthen the multidisciplinary team. The 3-month training program includes an intensive 1-month theory/clinical program followed by a supervised clinical experience. All LPNs have been invited to attend the training program. A packaged program of teacher and student material will be produced.

CDHG - Rockyview, Calgary

Funded: 1990/91 Grant: \$110,400
Anticipated Completion: May 1993
Title: *Gerontology Education: Nursing Elderly Patients in Acute Care*
(#020-03)

This project will develop educational programs and explore innovative options which will better meet the needs of patients, and increase the job satisfaction of nurses caring for elderly patients. The Project Coordinator conducted a literature review and gathered baseline data on staff/patient needs and available programs, resources, and utilization patterns

in designated units. This project is now entering its final year. The emphasis will be to plan and carry out unit-based demonstration projects. Such projects include: i) the establishment of a day program for long-stay elderly patients; ii) a self-medication program for enhanced discharge planning; iii) a program to involve family members in care provision; iv) a study of patient perceptions around meals; v) the establishment of a unit based hearing resource person; vi) a joint Nursing/Recreation Therapy project related to patient groups. Educational support is ongoing and several educational events have been held thus far. A Project Fair is planned for the Spring of 1993 so staff can share their accomplishments with colleagues.

CDHG - Rockyview, Calgary

Funded: 1990/91 Grant: \$102,000
Anticipated Completion: June 1993
Title: *Cooperative Care Demonstrative Unit (#020-04)*

The objectives of the Cooperative Care Program are to: i) enhance nurse autonomy by supporting the role of the nurse as a health promoter/teacher; ii) improve patient skills and knowledge in caring for themselves; iii) enhance patient/family feelings of control over their own health; and iv) promote the efficient and effective utilization of acute care beds. The program was implemented in June 1992 and is available on a general medical unit with a cardiology focus. Patients on this nursing unit have been given the opportunity to learn how to monitor their own vital signs, complete selected documentation records and administer their own medications. Preliminary results indicate excellent patient outcomes. A formal experimental research study examining nurse autonomy, patient satisfaction, patient preference for involvement in their care, length of stay and re-admission rates is in progress.

CDHG - Rockyview, Calgary

Funded: 1991/92 Grant: \$1,590
Anticipated Completion: May 1993
Title: *Pre-operative Teaching Program (#020-09)*

This project is designed to increase patient and nurse satisfaction and enhance the professional development of the staff nurse. Pre-operative teaching and assessment of patients undergoing laryngectomy or radical neck dissection will take place in an informal, relaxed manner. Three staff nurses and a nurse clinician have worked together in consultation with a dietitian and speech pathologist to develop a teaching program based on the expressed needs of both nurses and patients. To date, two patients with their primary nurses have been involved in the teaching program

and the results from the satisfaction surveys have been positive. An evaluation of the program is in progress.

Claresholm General Hospital, Claresholm

Funded: 1990/91 Grant: \$19,393
Anticipated Completion: July 1993
Title: *Focus on Excellence Program (#027-02)*

This project strives to promote and recognize excellence in nursing practice by applying the Dreyfus Model of Skill Acquisition to nursing. This project helps nurses to strive for excellence in nursing and caring. It provides opportunities for nurses to improve their skills in problem-solving, ethical decision-making, evaluation of clinical practice and application of nursing research. The project will also acknowledge excellence in current nursing practice. Two groups of RNs went to Mercy Hospital, Portland (a hospital that has successfully applied the model). These RNs then became the core committee in adapting the model to the Claresholm practice setting. Ongoing growth and development of nursing staff has been evidenced as this project progresses. Notable successes include implementation of Nurse Coordinated Care, development of a palliative care program, monthly nursing meetings which focus on excellence in practice, the writing of exemplars and the beginning of recognition and acknowledgement of the value of nursing to patient care.

Claresholm General Hospital, Claresholm

Funded: 1991/92 Grant: \$10,707
Anticipated Completion: September 1993
Title: *Nursing Wellness Centre (#027-04)*

This project emphasizes the nursing role in the larger framework of "health care" as opposed to the singular emphasis of treating illness in the hospital setting. It provides nurses with a well-organized, convenient, and physically attractive setting in which to plan patient care and provide patient teaching. Both patients and community members will benefit from access to literature and audiovisual material on health promotion and illness prevention. To date, collecting and cataloguing of resources, providing information sessions to groups and developing handouts have been the primary focus of the project. The awareness of the concept of health promotion both within the facility and the community at large has been raised by RNs involved in the project. There has also been a heightened awareness of the role the nurse plays in health promotion and illness prevention.

Cross Cancer Institute, Edmonton

Funded: 1991/92 Grant: \$66,517
Anticipated Completion: July 1993
Title: *Research Utilization Committee (#038-06)*

The purpose of this project is to facilitate the use of research findings in nursing practice, thus improving confidence in clinical decision-making and enhancing job satisfaction. A prototype Nursing Research Utilization Committee was formed based on the Research Utilization Model developed in the Conduct and Utilization of Research in Nursing (CURN) Project and members were taught the research utilization process. A survey of staff indicated that the most pressing clinical concern was pressure sore treatment and prevention. The committee initiated several literature searches and reviewed a wide variety of articles in this area. A list of pressure sore prevention recommendations were developed, and testing of these recommendations will begin shortly. The committee is currently finalizing a list of pressure sore treatment recommendations, and hopes to test those as well. Confidence in clinical decision-making and enhancement of job satisfaction are being evaluated as the project progresses. Results to date indicate that although the research utilization process is labour intensive, confidence in clinical decision-making and overall job satisfaction have improved.

Cross Cancer Institute, Edmonton

Funded: 1992/93 Grant: \$87,470
Anticipated Completion: August 1993
Title: *Oncology Nursing Outreach Program (#038-09)*

The purpose of this program is to develop and implement an outreach education program that will allow more nursing staff to be educated in oncology nursing. Self-study materials will be developed and ongoing evaluation will be built into this program, which is aimed at improving patient care. The self-study program is designed to meet the educational needs of nurses who provide care for patients (and their families) with a diagnosis of cancer. The course is divided into two major sections and consists of six self-study modules. The first three modules in section one deal with cancer pathophysiology and epidemiology, the major types of cancer and treatment modalities. The three modules in section two include a framework for Oncology Nursing Practice, implications for nursing practice of disease and treatment manifestations and trends and issues in cancer care. The self-study modules will be developed by April 30, 1993. The process for clinical experience, student evaluation and a review of the modules for content, clarity and format will be

completed by July 30, 1993. Four students will be accepted into a pilot program in September 1993.

Edmonton Board of Health, Edmonton
Staff Nurses Association of Alberta

Funded: 1992/93 Grant: \$35,857
Anticipated Completion: November 1993
Title: *Peer Consultation (#709-03)*

The purpose of this project is to improve service to the community and increase job satisfaction of staff nurses by facilitating excellence in practice through the use of peer consultation. This project will allow "newer" staff to have access to peers recommended by their co-workers for their expertise in priority areas of learning beyond the scope of normal orientation. These "peer consultants" will be able to pursue some additional education in the area of their expertise. The steering committee is currently developing the tools designed to identify potential peer consultants, priority learning areas and the effect of the utilization of the peer consultants on job satisfaction and the skills and knowledge of the nurses involved.

Extendicare Health Services, Edmonton

Funded: 1990/91 Grant: \$48,445
Anticipated Completion: April 1993
Title: *Learning Needs Assessment (#436-01)*

This project will assess the learning needs of nurses and provide participants with opportunities for education, networking, input or control in defining the role of the nurse, and communication with senior staff members. The project consists of three phases: Phase One, Nurse as a Clinician, consisted of four 2-day instructional sessions with a total of 72 participants. This workshop offered the opportunity to learn or improve health assessment skills. Activities included lectures, discussions, audio visual presentations, demonstrations and simulated health assessments. Phase Two, Nurse as a Manager, consisted of two 2-day educational sessions with a total of 59 participants. This workshop reflected on the changing role of the nurse, explored the management skills necessary to cope with the changes, and to apply those skills to Extendicare's systems. Phase Three, Learning Needs Assessment, is still in process. The assessment questionnaire was approved and distributed to all RNs employed by Extendicare in Alberta as well as the management (Administrators and Directors of Care) of Extendicare's 14 nursing homes in Alberta.

Father Lacombe Nursing Home, Calgary

Funded: 1991/92 Grant: \$25,300
Anticipated Completion: June 1993
Title: *Skill Development (#441-01)*

This project is designed to increase the knowledge and skills of nursing staff. Educational resources will be purchased and the orientation and continuing education program will be improved. To date, evaluation results indicate that the training programs have increased the skill, morale and confidence of staff members. Staff have indicated that they need more information on health and safety in the workplace.

Foothills Provincial General Hospital, Calgary

Funded: 1989/90 Grant: \$30,743
Anticipated Completion: March 1993
Title: *Family Nursing in a Tertiary Care Setting (#016-02)*

This program is designed to enhance the knowledge and skills of staff working with families experiencing life-threatening or chronic illness, or with psychosocial problems. Family Systems Nursing teaches the use of specific questions to assess and intervene to address the psychosocial needs of patients and their families. Initially three different programs were implemented to meet program objectives: an intensive 12-week course, a 2-day workshop and a 4-week program. A total of 130 nurses participated in the pilot programs. Participants include staff nurses, head nurses, assistant head nurses, LPNs, staff development instructors and clinical nurse specialists. The program format has been changed to an intensive 2-day workshop with an option to continue on an intensive 10-week program. The formative evaluation portion of the pilot project and 6-month follow-up show the objectives of the course continue to be met. The program was granted administrative approval to continue in September, 1992 and the remaining funds will be used to further develop the program to allow nurses from outside Foothills Hospital to participate in the program. A 2-day workshop has been offered to nurses in a rural setting. Feedback from this workshop, where 25 rural nurses attended, is currently being evaluated. The evaluation tools used in the pilot have been revised. Evaluation of the new format of program delivery is ongoing. In recognition of the staff nurses involved in the Family Program, participants receive a certificate of achievement.

Foothills Provincial General Hospital, Calgary

Calgary District Hospital Group, Calgary

Calgary General Hospital, Calgary

Funded: 1990/91 Grant: \$195,265
Anticipated Completion: March 1993
Title: *Career Advancement Program (#016-03)*

This collaborative project was developed to determine the meaning of career advancement for nurses and to develop a framework which would facilitate career development according to clinical practice, teaching or management preferences. An Advisory Committee, with wide representation from nurses of all portfolios and staff categories, was established to determine the type of education and systems needed to help nurses meet their clinical, management, education and research responsibilities. Information sessions were held to seek suggestions and support from nursing staff for the development of a career advancement framework. Based on interviews with approximately 3,000 nurses across the three agencies, this information has been conceptualized within a framework in which three major career choices are depicted: i) remain in current position; ii) expand role in current position; or iii) move. Needs and resources, identified by nurses as requirements to support career advancement, have been categorized into six major areas: education; working relationships; worklife enhancements; autonomy; incentives and public awareness. The framework which has emerged will be validated through group presentations to educators, managers and staff nurses over the next three months.

Foothills Provincial General Hospital, Calgary

Funded: 1989/90 Grant: \$125,180
Anticipated Completion: July 1993
Title: *Midwifery Program (#016-04)*

This project provides a new option in health care for families who are preparing for the birth of a child. It also increases the personal job satisfaction of nurses and allows for the evaluation of nurse-midwifery care as a part of the health care system. The Team, consisting of a coordinator and six nurse midwives, is providing antepartum, intrapartum and postpartum care to pregnant families as proposed for Phase II of the project. Implementation of Phase III is scheduled for January 1993. At the time of report 55 babies have been born to women enrolled in the Nurse Midwifery Programme and 44 mothers have attended final postpartum visits. A total of 74 women have been enrolled in the programme. Evaluation of the Nurse Midwifery Programme continues on schedule. The post implementation questionnaires for the Evaluation of Job Satisfaction in Relation to a Nurse

Midwifery Programme study have been distributed. At the time of report 52 women have been inducted into the Controlled Trial of Nurse Midwifery Care. Twenty-six women have entered the control arm and 26 the experimental arm. Support of the programme by the Department of Nursing, Obstetrics and Gynecology and Family Medicine continues to be strong. Collaborative practice between nurse midwives and other health care professionals is resulting in the development of trustful, collegial relationships.

Foothills Provincial General Hospital, Calgary

Funded: 1991/92 Grant: \$40,825
 Anticipated Completion: October 1993
 Title: *Clinical Assessment Centre
 (Extension) (#016-06)*

This project allows for the ongoing development and extension of the Clinical Assessment Centre. This Centre was established to provide a competency-based assessment of new nurses and nurses transferring to other clinical areas. Project funds will support the development of additional modules: a Mental Health Assessment Package, a Management Package, and an assessment package for LPNs. Performance standards for LPNs will also be developed. Most of these packages are currently being piloted.

Foothills Provincial General Hospital, Calgary

Alberta Children's Hospital, Calgary

Calgary General Hospital, Calgary

Holy Cross Hospital, Calgary

Rockyview Hospital, Calgary

Funded: 1991/92 Grant: \$43,215
 Anticipated Completion: June 1993
 Title: *Perioperative Nursing Program:
 Assessment, Plan and Curriculum
 Development (#016-07)*

This project will investigate the feasibility of implementing a perioperative nursing program to increase the number of qualified perioperative nurses; and thus to enhance patient care and job satisfaction for nurses in the operating room. The needs assessment has been completed. The survey confirmed the need for a Post Basic Perioperative Nursing Program in southern Alberta. A perioperative nursing instructor was seconded from the Foothills Hospital and stationed at the Calgary General Hospital with the mandate to complete the needs survey, and to proceed with the program development and implementation phases. A curriculum specialist was contracted on a consultation basis to ensure that the program would meet criteria required of a 400 level university program. The initial program for pilot testing has been developed in

a modular, self-study format with a theory component followed by a 4-day intensive skills lab. The initial modules of the program are developed around the six identified competencies and standards for an Operating Room Nurse, developed by the Operating Room Nurses Association of Canada. Five students are enrolled in a pilot test of the new program. Future activities include: i) completing the project by March, 1993 with a program that can be used in any facility to orient and teach Operating Room nurses; ii) making initial contacts with degree granting institutions to establish course eligibility for credits towards baccalaureate designations; and iii) making the program readily available to others for cost of reproducing materials. The next program will commence in April 1993 at the Foothills Hospital.

Foothills Provincial General Hospital, Calgary

Funded: 1992/93 Grant: \$8,643
 Anticipated Completion: June 1993
 Title: *Geriatric Staff Orientation to
 Community Services and Resources
 (#016-13)*

The purpose of this project is to provide staff members working in an acute care hospital with the opportunity to learn about community resources, services and facilities available to the elderly in order to enhance their skills in patient education and discharge planning. Specifically, the objectives are to: i) increase RNs and LPNs awareness of and knowledge about community resources available to the elderly; ii) develop an education program (slide show and commentary for use by staff nurses, patients and family); iii) provide opportunities for nurses to participate in educational presentations to their colleagues and to patients and families; and iv) include in discharge planning by staff members, referrals to appropriate agencies and services.

Foothills Provincial General Hospital, Calgary

Funded: 1992/93 Grant: \$29,288
 Anticipated Completion: October 1993
 Title: *Resource Nurse Teaching
 Program/High Tech Skills Lab:
 Patient Education (#016-18)*

Resource Nurse Teaching Program: The overall goal of the program is to develop 1 to 2 resource teaching nurse(s) on each of 30 nursing units and to recognize the contribution that nurses make towards patient education. The goal is to be accomplished by: i) offering three 1-day workshops for staff nurses with emphasis on strategies and approaches for teaching at the bedside; ii) mentoring and following-up each of these nurses at the bedside to help develop their teaching skills; and iii) providing incentives for

assuming the role of resource teaching nurse (i.e., paid attendance, certificates). In turn, these selected individuals will act as a resource on their units to enhance the consistency and quality of patient teaching. The majority of time has been spent on planning and organizing the first workshop which was scheduled for October 1992. The evaluation and follow-up activities are also under development.

High Tech Skills Lab: The purpose is to establish a pilot project whereby nurses teach patients and families various high tech skills in a non-stressful environment. Such an environment (which could be portable) would ensure that patients have an opportunity to learn and to practice complicated skills before discharge from hospital or Ambulatory Care areas. To date, the concept and plan for operations have been presented to various user groups. Terms of reference for an Advisory Committee have been established and the Committee will report through the Nursing Advisory Committee to the Board. Physician representation is available through the Health Education Advisory Committee.

Glenrose Rehabilitation Hospital, Edmonton

Funded: 1992/93 Grant: \$36,908
Anticipated Completion: June 1993
Title: *Development and Formalization of a Preceptorship Program for Rehabilitation Nursing Staff (#040-03)*

The purpose of this project is to develop and implement a clinical preceptorship program which will prepare nursing personnel to function effectively as preceptors for new staff and/or students. The preceptor will be an effective part of the education process, providing the orientee or student with time-appropriate information, supervision, coaching and evaluation. The goal of the project will be to seek out the unique and blended contributions of nursing personnel in the process of education for students and staff, thus leading to role definition and clarity, subsequent confidence, increased self-esteem, and job satisfaction. Self-study materials, as well as workshops for preceptors, educators, and nursing managers will be developed based on the needs assessment. A system of recognition for preceptors will be included in the process. The intended benefits of the project are improved consistency of unit-based orientation and clinical education of students, recognition of nurses as preceptors, and staff relief for preceptor development activities. The ultimate issue is the enhancement of job function and job satisfaction for the nursing staff which, in turn, enhances patient care and increases the level of knowledge and skill related to rehabilitation nursing among the nursing community.

Grey Nuns Hospital, Edmonton

Funded: 1992/93 Grant: \$51,400
Anticipated Completion: June 1993
Title: *Caring for the Cognitively Impaired Elderly in an Institutional Setting (#124-16)*

The purpose of this project is to develop an interdisciplinary training program to provide staff with the capability to effectively care for cognitively impaired elderly patients. This program is designed to provide specialized education to all members of the interdisciplinary health care team in caring for the cognitively impaired in a secure institutional unit setting. A modular self-teaching program with written and audio visual tape components will be developed and trialed on unit 8B at the Edmonton General Hospital.

Islay Municipal Hospital, Islay

Funded: 1991/92 Grant: \$10,000
Anticipated Completion: September 1995
Title: *Geriatric Nursing Courses (#064-01)*

This project is designed to increase and improve nursing skills and knowledge in geriatrics; and thereby enhance job satisfaction and the quality of patient care. There are three RNs currently enrolled in the Gerontological Nursing Certificate Program. The program consists of eight self-directed home study courses, with tutors available by telephone, which must be completed within four years. The Gerontological Specialist Program for LPNs is in the final quarter semester. Six LPNs have completed the first three semesters, for a total of 120 hours of classroom instruction, in addition to home study, assignments and examination.

Jubilee Lodge Nursing Home, Edmonton

Funded: 1991/92 Grant: \$11,100
Anticipated Completion: October 1993
Title: *Care of the Cognitively Impaired Elderly (#438-04)*

The purpose of this project is to provide staff with specific education to support the development of a specific program for the cognitively impaired elderly. The objective of the project is to improve standards of care and performance, provide a safe and secure environment, decrease the number of aggressive episodes and provide an opportunity for family involvement and commitment. To date, this project is in the early stages of development. Some supplies, games and videos have been purchased and are being used in special programs on the unit. Various staff have attended workshops on topics related to caring

for the cognitively impaired elderly. Particular sessions attended by the staff include: i) Communication - Dealing with Stress; ii) Medications and the Elderly; iii) The Challenge of Change; iv) Physical Assessment; v) Health and Safety; and vi) Motivation Therapy. A family support group is being developed for families and friends of the cognitively impaired elderly.

Lacombe Community Health Care Centre, Lacombe
Red Deer Regional Hospital, Red Deer
Central Alberta Inservice Educators Group

Funded: 1992/93 Grant: \$24,250
 Anticipated Completion: July 1993
 Title: *Learning Centres (#068-03)*

The purpose of this project is to improve access to ongoing inservice opportunities to increase general clinical knowledge and skills, and trends in care delivery by bringing learning activities to the staff at convenient times and locations. Nursing personnel were surveyed in order to identify the "learning centres" they wanted developed. From this survey 100 centres were selected and listed in priority to reflect need. A nurse educator was assigned the task of putting the centres together using a custom format. Resources for the selected centres were previewed, assessed and purchased. As of the fall of 1992, 20 centres were complete. Ten centres have been operationalized on the nursing units. The list of centres has been included in the Regional Resource Catalogue which, when completed, will be circulated to all hospitals in the central region. A copy of each centre will be kept in the Regional Resource Centre.

Lethbridge Regional Hospital, Lethbridge

Funded: 1989/90 Grant: \$54,420
 Anticipated Completion: October 1993
 Title: *Staff Development Nurse Effectiveness Comparison (#071-01)*

This project examines the relationship between job satisfaction, clinical competence and resultant patient satisfaction. A full-time, unit-based Staff Development Nurse has been hired to coordinate and provide clinical development for the nursing staff on a pre-selected unit. The Staff Development Nurse will assess, plan, implement, and evaluate educational strategies that will assist nurses in attaining enhanced levels of clinical competence and job satisfaction. The project will be evaluated to determine whether the institution of a Staff Development Position has a positive impact on individual and group clinical competence and job satisfaction for the nursing staff.

Manville Municipal Hospital, Manville

Funded: 1990/91 Grant: \$50,400
 Anticipated Completion: March 1993
 Title: *Obstetrics Education/Clinical Experience for Rural Nurses (#077-01)*

This project was designed to increase the knowledge and skills of RNs in the areas of obstetrics, emergency and coronary care. As a small, rural facility all staff are required to work in all areas and find it difficult to maintain competence in every area of service offered. All RNs have had a total of four weeks in each of these specialty areas at a large, urban centre. This program has provided staff with intensive, up-to-date experience in clinical practice as well as patient education. Several staff members are now trained to ACLS level and have received instruction in fetal monitoring and obstetrical care. Staff are also better prepared to deal with trauma and other emergency situations because of this experience. Revision of the patient teaching programs for coronary and obstetrical patients has occurred as a result of the program. Evaluation of this project is an ongoing process. Each nurse was required to develop goals for their experience in each area prior to the posting and submitted a written report of how well these goals were met. They also wrote a summary of their experience and presented some personal insights of how this project would affect their level of job satisfaction and clinical competence.

Medicine Hat Regional Hospital, Medicine Hat

Funded: 1992/93 Grant: \$77,700
 Anticipated Completion: August 1993
 Title: *Learning, Computers and Emergency Nursing (#079-06)*

The purpose of this project is to develop a self learning, interactive training/orientation package. The program will be developed for emergency nurses and may include drill and practice, tutorials and simulation. Topics to be developed will be selected using the data collected from surveys of both the Emergency staff in the hospital and 21 Canadian hospitals matched for size and proximity to tertiary facilities.

Northeast Region Nursing Management Group c/o Vegreville Long Term Care Centre, Vegreville

Funded: 1991/92 Grant: \$55,000
 Anticipated Completion: May 1993
 Title: *Professional Development in Long Term Care (#501-05)*

This project will develop a standard nursing orientation and on-going staff development program

for rural long term care facilities that can be shared by 20 agencies in the Northeast region. The project has been implemented in five phases: i) determination of content of the orientation program; ii) determination of staff development programs; iii) development and testing of a standard orientation program; iv) development and testing of the continuing education programs; and v) evaluation of the project. Presently, final review of the orientation modules is being provided by the nurse educators and the Steering Committee prior to implementation. The continuing education programs have been presented in workshop format and also prepared as self study modules. The evaluation of the project and the marketing of the modules are currently underway.

Northwestern Health Unit, High Level

Funded: 1991/92 Grant: \$32,684
 Anticipated Completion: June 1993
 Title: *Public Health In Northern Alberta (#712-03)*

The purpose of this project was to develop a professional video on the Health Unit. This video demonstrates the importance of nurses in the community and provides an overview of the services available to the general public. The video is currently being used with professional groups and the public.

Northwestern Health Unit, High Level

Funded: 1992/93 Grant: \$6,000
 Anticipated Completion: September 1993
 Title: *Building Blocks to Health and Happiness (#712-04)*

The purpose of this project is to enhance job satisfaction through the development of an inservice program that brings experts to the health unit for four separate blocks of education. The educational process of the program focuses on skill development in the area of interpersonal skills as well as having a clinical focus. Through a series of inhouse workshops, which will be available to all health unit and hospital staff in the district, issues such as changing clinical skills due to new technological advances and changes in treatment modes will be explored. The outcome expectation is enhanced skill levels and increased job satisfaction.

Oilfields General Hospital, Black Diamond

Funded: 1992/93 Grant: \$17,620
 Anticipated Completion: June 1993
 Title: *Development of Rural Hospital Resource Teams (#139-02)*

The purpose of this project is to develop the professional expertise of eight identified resource teams in specific focus areas. The resource teams will then act in a consultation capacity for the health team in developing: comprehensive plans of care for specific patients; staff and patient education programs; and policy, procedures and quality assurance mechanisms. Team members have begun to implement educational strategies previously identified to increase their expertise. The activities range from attendance at subject specific workshops to observational experiences in urban, high volume facilities to library and survey assessment of program varieties and possibilities. Although the project is in the beginning stage, the expected outcomes of enhanced quality of patient care and increased job satisfaction are beginning to be evidenced.

Peace River Health Unit, Peace River

Sagittawa Friendship Centre

Peace River Mental Health Clinic, Peace River

Funded: 1992/93 Grant: \$35,947
 Anticipated Completion: April 1994
 Title: *Native Awareness (#720-01)*

The purpose of this project is to assist staff to provide equitable quality service to native clients using specific strategies based on native ethnicity. The comprehensive educational program consists of sessions on attitude and values clarification, the nature of the interaction between native and non-native communities with emphasis on the implications for outside agencies. The program will culminate in January of 1994 with a 1-day workshop with native leaders providing an update and review of progress.

Provost Municipal Health Care Centre, Provost

Funded: 1990/91 Grant: \$16,333
 Anticipated Completion: July 1993
 Title: *Paid-Inservice Education (#089-01)*

This project is designed to enhance the knowledge and skills of nursing staff through various workshops and sessions. The activities include: i) a team building workshop designed to foster the skills needed by employees for the development of mature work teams within the organization; ii) a 4-hour and a 2-day practical session designed to improve the knowledge and skills of RNs in the area of post anaesthetic nursing; iii) a 1-day workshop, presented twice, open to all nursing staff identifying productive ways to

balance work and family; iv) purchase of inservice education material designed to improve and upgrade staff education, nursing techniques and patient care; and v) the enrolment of a RN in a gerontological self-directed nursing program with local clinical experiences offered through the Health Sciences Division of the Grant MacEwan Community College.

Raymond Care Centre, Raymond

Funded: 1991/92 Grant: \$5,885
Anticipated Completion: April 1993
Title: *Educational Resource Enrichment (#660-01)*

This project will provide a resource base on psychiatric rehabilitation which is expected to enhance staffs' understanding and care of the psycho-socially handicapped individual. Resource material on mental health and rehabilitation will be provided for staff members. Since individuals are being re-integrated into the community, the resource material will also be made available to schools, health care professionals, and other individuals.

Raymond Care Centre, Raymond

Funded: 1992/93 Grant: \$5,885
Anticipated Completion: March 1994
Title: *Psychiatric Rehabilitation Consultation and Research (#660-03)*

The purpose of this project is to provide nursing staff with the knowledge and skills required to provide psychiatric rehabilitation to clients of the care centre. The Behaviour Support Team, from the University of Calgary, has been contracted to: i) evaluate current knowledge and practices of rehabilitation nursing staff; ii) evaluate current programs/standards for rehabilitation; iii) provide instruction to reach objective; and iv) conduct research. To date, the Team has met with staff representatives for their comments and input and plans are being made relating to ethics review, consents, measurement tools and workshop topics.

Red Deer Regional Hospital, Red Deer

Funded: 1991/92 Grant: \$172,368
Anticipated Completion: February 1993
Title: *Continuing Education Outreach: Building Nursing Futures (#092-05)*

This project will develop a collaborative education model which is cost-effective, meets expressed needs and contributes to maintaining a high quality of patient care. In keeping with the long-range goals stated in the Rainbow Report, the project fosters a "community care network", and maintains planning,

delivery and accountability for services and efficient utilization of resources at the local level. Project activities included: i) establishment of a Regional Advisory Committee composed of rural and urban members; ii) joint assessment of educational needs; iii) collaboration in the development of criteria for program development and delivery, and project evaluation and follow-up activities; iv) coordination of a centralized body of education resources, which include instructors, special presentations, written materials and audiovisual resources; and v) provision of preceptorship for rural hospitals.

Redwater General Hospital, Redwater

Funded: 1990/91 Grant: \$25,760
Anticipated Completion: May 1993
Title: *Enhanced Education Orientation (#122-01)*

This project is designed to improve the knowledge and skills of LPNs in the area of gerontological nursing. Seven staff successfully completed the course "Working with the Aged" presented by the Professional Council of Licensed Practical Nurses. The LPNs who completed the course are formally assessing the needs of geriatric patients. In addition, there are signs of improvement in the several patients awaiting Long Term Care placement.

Rimbey General Hospital, Rimbey

Funded: 1991/92 Grant: \$11,713
Anticipated Completion: May 1993
Title: *Development of a Palliative Care Program (#093-02)*

This project is designed to enhance the skills and knowledge of hospital staff who care for dying patients. Key project activities include: i) development of a formal Palliative Care Program which will include philosophy, goals, objectives, policies and procedures, and an evaluation process; ii) a 2-day workshop on Palliative Care, compulsory for all staff, which will be presented by the Cross Cancer Institute; iii) appointment of staff representation on the Rimbey Community Liaison Group and the Ponoka/Wetaskiwin (county) Palliative Care Council; and iv) compilation of research material.

Rimbey General Hospital, Rimbey

Wetoka Health Unit, Wetaskiwin

Rimbey and District Health Care Centre, Rimbey

Funded: 1992/93 Grant: \$19,714

Anticipated Completion: March 1994

Title: *Collaborative Approach to
Enhanced Obstetrical Care (#093-01)*

The purpose of this project is to develop an enhanced obstetrical care program involving community health nursing staff and physicians. A planning committee was organized to facilitate the educational component and to begin a survey process and a literature search. To date, most of the survey process and research is complete. Other completed activities include: i) the development of a pre-admission assessment process and an information package for patients; ii) the review and purchase of appropriate educational aides for patients; iii) processes to determine post discharge needs and changes to present program as required; iv) a fetal-monitoring workshop attended by 17 nurses; and v) clinical placement at the University of Edmonton and Royal Alexandra for nine days that involved six nurses. Activities still to be completed include: i) review and revision of current obstetrical practises; ii) initiation of ongoing clinical instruction for staff and the new fetal monitoring re-certification program. Final evaluation will include a survey of patients and staff.

Rocky Mountain House General Hospital, Rocky Mountain House

Funded: 1991/92 Grant: \$4,950

Anticipated Completion: Fall 1993

Title: *Code "99" Update (#094-01)*

This project is designed to provide RNs in the emergency department with the knowledge and skills needed to deal effectively with cardiac arrest. A modified Advanced Cardiac Life Support course will be provided on site for 22 RNs who work in the emergency department. Instruction will be provided by a staff member who has trained as an ACLS instructor. The "Code 99 Update" consists of 3-two hour sessions: Introduction to Algorithms, ECG Interpretation, and Pharmacology and Megacode Practice. An evaluation of the project is in progress.

Royal Alexandra Hospital, Edmonton

University of Alberta Hospitals, Edmonton

Funded: 1991/92 Grant: \$48,897

Anticipated Completion: December 1994

Title: *Perinatal Outreach Education Program (#043-02)*

This project will develop, implement and evaluate a

Perinatal Outreach Education Program for staff nurses in Level 1 and Level 2 hospitals in Northern and Central Alberta. Expected benefits include reduced stress and increased job satisfaction of nursing staff; improved quality of perinatal care (maternal and infant); increased communication among nurses and physicians; and reduced costs to rural hospitals of continuing education. Workshops on obstetrical and neonatal care are being presented in rural hospitals in Northern and Central Alberta by a team of nurses and physicians from the Royal Alexandra Hospital and the University of Alberta Hospitals. Based on a needs assessment, to date 34 outreach education sessions have been provided to over 500 nurses and physicians attending. The results have been strongly positive.

Royal Alexandra Hospital, Edmonton

Edmonton Board of Health, Edmonton

Funded: 1992/93 Grant: \$51,217

Anticipated Completion: September 1994

Title: *Development of a Hospital-wide
Multicultural Awareness and Health
Education Program (#043-04)*

The purpose of this project is to increase the job satisfaction of practising nurses and health workers by enhancing their ability to provide culturally sensitive health care to patients. The program will include an educational as well as an attitudinal component, aimed at fostering an environment which is responsive to the cultural needs of both patients and employees. Multicultural concepts will form the basis of clinical orientation and ongoing educational programs for all patient care areas, including all support departments. The project will be executed in three phases: i) research; ii) implementation; and iii) evaluation. To date, a steering committee made up of administrative and clinical staff has been appointed. Program parameters and implementation plans have been developed. A part-time project manager was hired with the responsibility of planning, implementing and evaluating the program.

Salvation Army Grace Hospital, Calgary

Red Deer Regional Hospital, Red Deer

Medicine Hat Regional Hospital, Medicine Hat

Funded: 1992/93 Grant: \$55,000

Anticipated Completion: June 1993

Title: *Development of Standardized Self-
Learning Modules - Orientation to
Level II Nursery Skills (#018-06)*

The overall objective of the project is to develop standardized self-learning modules which will provide the staff nurse being orientated at the intermediate care nurseries of the three facilities and opportunity to gain the knowledge and skills required to provide care

for Level II infants. The project is being conducted in five stages. Based on a needs assessment and the advice of the Steering Committee the number of modules and content areas were decided. Initial content of 20 self-learning modules including educational packages and post-tests was developed by content experts. Workbooks were reviewed by staff nurses working in the nurseries and edited by a nurse completing her Ph.D. in Nursing. Staff at the three nurseries have now trialed the self-learning modules. An evaluation report of the trial is anticipated in March 1993.

Stettler General and Auxiliary Hospital, Stettler

Funded: 1990/91 Grant: \$9,500
Anticipated Completion: March 1993
Title: *Patient Advocate (#097-02)*

This project will establish several short term (3-week) Patient Advocate positions which will be rotated every two months between RNs and LPNs. The position will also alternate between the General and the Long Term Care Hospitals. The Patient/Resident Advocate will enhance job satisfaction for the nursing staff by providing direct feedback from the patient. Patient perceptions, fears and compliments will be communicated directly to the providers. The Patient Advocate will participate in decisions that will affect patient care, because he/she will report directly to the Executive Director, rather than to nursing administration. The Patient Advocate will return to his/her regular position with a better understanding of patient/resident needs and their perceptions of nurses and nursing. Implementation of this project has been deferred.

Stettler General and Auxiliary Hospital, Stettler

Funded: 1991/92 Grant: \$9,800
Anticipated Completion: May 1993
Title: *Physical Examination and Assessment (#097-04)*

This project is designed to improve nurses' skill in physical examination and assessment. The following programs have been planned and initiated for four physical assessment workshops: i) 19 nurses from Stettler will complete, over 12 weeks, a seminar and practical experience course at the Athabasca University; ii) 15 RNs from Stettler and 2 from Castor will complete a 4-day course over 8 weeks with practical experience through the Red Deer College; iii) 12 LPNs from Stettler, 1 LPN from Castor and 1 LPN from Drumheller Hospital will complete a 5-day course over 2 weeks with practical experience; and iv) a maximum of 20 nurses, both RNs and LPNs, will be offered a 4-day combined program.

St. Theresa General Hospital, Fort Vermilion

Funded: 1990/91 Grant: \$26,490
Anticipated Completion: April 1993
Title: *Diabetic Education Program (#052-01)*

This project is designed to enhance nurses' ability to care for and teach diabetic patients. A formal Diabetic Teaching Program will be developed in conjunction with the Dietary department. Two RNs attended a 2-week clinic at the Edmonton General Diabetic and Metabolic Clinic, and presented recommendations regarding diabetic protocol at a Physician-Nursing meeting at St. Theresa. Some of the recommended educational material was purchased and the teaching program for inpatients was initiated. The Diabetic Protocol is being assessed by RNs, and new guidelines will be developed in collaboration with medical staff. In addition, St. Theresa Hospital has become a member of the Canadian Diabetic Association.

St. Therese General and Auxiliary Hospital, St. Paul
Healthcare Agencies throughout the Northeast Region

Funded: 1991/92 Grant: \$7,840
Anticipated Completion: September 1993
Title: *Lecture Series (#099-05)*

The purpose of this project is to develop a lecture series which would offer continuing educational opportunities in a number of topics related to nursing and health care. Using a regional approach, care givers from hospitals, long term care facilities, health units and other service agencies throughout the Northeast area have participated in the series. The aim is to increase awareness throughout the community and region about issues such as conflict resolution techniques, native healthcare, worklife and job satisfaction, shared governance, and/or other topics determined to be of interest, value and applicability. The lectures have been videotaped and resource material developed which would provide ongoing access to the subject content beyond the actual lectures.

Sundre General Hospital, Sundre

Funded: 1990/91 Grant: \$1,447
Anticipated Completion: July 1993
Title: *Child Care Reimbursement Program (#119-01)*

Nurses with children are sometimes reluctant to attend educational events due to the child care costs involved. This project reimburses nurses for child care expenses incurred while attending educational events and thus removes one of the barriers to professional advancement faced by nurses with

children. All nurses who are eligible (those with small children) have accessed the funds on a regular basis.

University of Alberta Hospitals, Edmonton

Funded: 1990/91 Grant: \$211,500
Anticipated Completion: April 1993
Title: *Clinical Laddering Project (#044-01)*

This project is designed to: i) provide opportunities for nurses to advance in clinical practice while maintaining direct contact with the patient; ii) recognize and reward clinical expertise; iii) assure a high quality of patient care; and iv) facilitate recruitment and retention of nurses. A Clinical Advancement Model Committee with representatives from staff nurses, nurse educators, clinical nurse specialists, nurse managers and coordinators was established in 1989. The Performance Based Development System (PBDS) was used to develop a 4-level model and general criteria specifying the performance standard expected of nurses at each level. The PBDS is a process driven system which is designed to provide an objective evaluation of both nursing staff and managerial competencies, and to indicate the individualized development and learning activities needed to achieve or further develop specific competencies and skills. The PBDS is being used in hospital-wide orientation at the University of Alberta Hospitals, and in orientation programs in Mental Health and the Surgical Suite/Day Surgery Operating Room. More recent work has been focused on the validation and refinement of performance criteria and techniques for assessment of these criteria. The first draft of a performance appraisal tool has been developed for Level I criteria. The 1992 Clinical Advancement Model consists of three performance levels. The development of a process through which clinical advancement could occur has been slowed considerably in 1992-93 in light of the current economic situation.

University of Alberta Hospitals, Edmonton

Funded: 1991/92 Grant: \$11,890
Anticipated Completion: September 1993
Title: *Certification of Nurses to Provide Epidural Analgesia (#044-07)*

This project developed a certificate program for RNs in epidural administration of analgesia. It will also assess the cost/benefit of certification of nurses to provide analgesia through indwelling epidural catheters. This project provides an opportunity for nurses to expand their clinical skills and increase their effectiveness as a member of the interdisciplinary team. Administration of analgesics via the epidural

route is believed to be a cost-effective way to post-operatively manage patient pain. Previously, this method of analgesia could only be administered by physicians in the Department of Anaesthesiology. Unavoidable delays in administration resulted in less than optimal pain relief as well as increased stress for both the patient and the nurse. As development of Acute Pain Services is a rapidly increasing trend in North American hospitals the results of this project could be transferrable to other Alberta hospitals which may wish to develop Acute Pain Services. With input from medical staff a policy outlining conditions under which RNs could administer epidural morphine was approved and an educational package developed. The demonstration project has been implemented with nursing staff on the thoracic surgery units and the multi system failure ICU. A total of 58 nurses have been certified (attended a 3-hour certification course). The pilot project is in the evaluation phase. It appears that the project was very successful and the skill certification may be extended to other units.

University of Alberta Hospitals, Edmonton

Funded: 1992/93 Grant: \$19,124
Anticipated Completion: March 1994
Title: *Expertise in Burn Nursing (#044-19)*

This project is designed to allow experienced burn nurses to make site visits to other Burn Units in order to advance their skills and knowledge about i) pain control; ii) wound management; iii) care of pediatric burn patients; and iv) outpatient or clinic management. A group of nurses have volunteered to take lead responsibility for the project. The selected visit sites in Boston and Seattle have been contacted and have agreed to host U of A staff. Twelve nurses have been selected. A schedule of visits is finalized with the first visits to take place in November, 1992. The initial (pre-project) survey of job satisfaction was conducted in September, 1992 using the McCloskey/Mueller Satisfaction Scale.

Vegreville Auxiliary Hospital and Nursing Home, Vegreville

Funded: 1991/92 Grant: \$7,740
Anticipated Completion: April 1993
Title: *LPN Gerontology Specialists (#224-01)*

This project is designed to enhance the knowledge and skills of the LPN in the area of gerontological care. It will also enhance the leadership and management skills of the LPN who must be prepared to work as a professional member of the nursing team in a multidisciplinary setting. Two LPNs were enrolled in the Gerontological Specialist Post-graduate Program offered by the Professional Council of Licensed

Practical Nurses (PCLPN).

Willowcreek Auxiliary Hospital, Claresholm

Funded: 1990/91 Grant: \$10,560
Anticipated Completion: March 1994
Title: *Gerontological Nursing Certificate (#207-01)*

The purpose of this project is to provide local opportunity for professional nursing staff to develop expertise in gerontological nursing. This expertise was to be obtained through enrolment in the distance delivery Gerontological Nursing Certificate Program from Grant MacEwan College. Two RNs continue to take courses towards certification. Twelve nurses are enrolled in a Gerontology Workshop and arrangements have been made for a major inhouse workshop in March 1993. As a result of this project, nurse managers have noted improvement in RN assessment skills. Two unit based research projects have been initiated to examine sleep disorders and the relationship between incontinence and falls.

Issue: Childcare

Calgary General Hospital, Calgary

Funded: 1990/91 Grant: \$86,600
Anticipated Completion: December 1993
Title: *Child Care Feasibility (#017-08)*

This project aims to decrease absenteeism and turnover due to child care concerns. The hospital has initiated planning of an 80-space child care centre. A hospital-wide survey indicated that there was overwhelming interest in a day care facility. To date, planning efforts have focused on identifying potential sites for the facility and a comparison of costs associated with developing a freestanding facility. A Parent Advisory Group has been established and a consultant was hired to assist in establishing a plan and initiating a Childcare Society.

Cross Cancer Institute, Edmonton

University of Alberta Hospitals, Edmonton

Funded: 1991/92 Grant: \$50,556
Anticipated Completion: Ongoing
Title: *Child Care Initiatives (#038-07)*

This project, which is a joint initiative of the Cross Cancer Institute and the University of Alberta Hospitals, supports the development of a comprehensive child care program to facilitate recruitment and retention of staff at the two institutions.

Fort Macleod Health Care Centre, Fort Macleod
Sunshine Kids Daycare, Fort Macleod

Funded: 1992/93 Grant: \$7,370
Anticipated Completion: August 93
Title: *Subsidized Daycare for Shiftworkers (#050-05)*

The purpose of this project is to provide 24-hour daycare services for healthcare facility shift workers in collaboration with the local Daycare. The contracting of two satellite day homes to provide space for two full-time childcare openings was the responsibility of the local daycare. Eighty hours of daycare per week was secured for one year. A Daycare Committee of five staff members was established to oversee the project, deal with any problems and define usage limitations. The day homes have been in operation since September 1992. The program is running smoothly. During the first month of operation, 109 hours were used by a variety of shift workers.

Issue: Stress Management

Alberta Hospital, Ponoka

Funded: 1992/93 Grant: \$39,187
Anticipated Completion: August 1993
Title: *Traumatic Incident Follow-up (#138-02)*

This project will provide support for staff who have been involved in a traumatic incident while at work. A traumatic incident is defined as any incident that leaves a staff member feeling victimized. Incidents include physical and verbal assault, unexplained deaths (eg. suicide), death of a staff member or an unusual occurrence such as injuries from work related accidents. Support will be provided through a peer support network, educational sessions and personal/professional council when required. A survey of staff has been conducted. Information is being gathered on peer support systems. Selection criteria and role specifications of peer support personnel are in draft form. Teleconferences through Telemedicine Canada on nurse assault have been scheduled. A policy on staff assault and operational plans for the project are in development. A traumatic Incident Follow-up Coordinator has been appointed to see the project to its completion.

Calgary Health Services, Calgary

Funded: 1991/92 Grant: \$17,775
Anticipated Completion: April 1993
Title: *Peer Support Program (#706-03)*

This project is designed to enhance nurses' ability to offer support, understanding and assistance to their colleagues who may be experiencing personal or job-related stress. In collaboration with AADAC, the project will focus on developing a Training Program for peer support facilitators. A survey of staff nurses will be conducted to determine how staff are likely to use a peer support facilitator and under what types of circumstances. It is expected that the model could eventually be expanded to other staff groups in the agency, perhaps through the Employee Assistant Program.

Cross Cancer Institute, Edmonton
Staff Nurses Association of Alberta

Funded: 1992/93 Grant: \$70,496
Anticipated Completion: December 1993
Title: *Shift Work Adaptation (#038-08)*

The purpose of this project is to identify strategies which will assist Inpatient nurses at the Cross Cancer Institute to cope with shift work and to implement and evaluate those strategies in a pilot project. Some of the outcomes anticipated include improved job performance, increased employee morale, and reduction in absenteeism. An independent nursing consultant conducted a review of the literature, and prepared an annotated bibliography. A project coordinator was hired in September 1993 and a task force of 5 volunteers from the Inpatient nursing staff was established in early October. Together, the task force and the project coordinator will be responsible for accomplishing the objectives of the study. In their first meetings, the task force identified issues related to shift work at the Cross and developed a questionnaire for all Inpatient nurses.

Raymond General Hospital, Raymond

Funded: 1992/93 Grant: \$7,320
Anticipated Completion: Ongoing
Title: *Humour Project - Medic Laughademic (#091-02)*

This project was designed to provide an avenue for release of tension and stress for staff as well as patient/residents. Education and inservicing has been done to increase staff awareness of the psychological and physical benefits of humour in overall wellness. A Humour Room has been renovated and furnished and a humour resource collection begun. Monthly humour themes, daily jokes, window murals, information segments in admission handouts and

monthly staff newsletters are to begin in January, 1993. The feedback from staff and patients/residents has been positive and encouraging.

Rocky Mountain House General and Auxiliary Hospital and Nursing Home Dist. #49, Rocky Mountain House

Funded: 1992/93 Grant: \$21,000
Anticipated Completion: March 1994
Title: *"Stop the Rut and Drain Syndrome" (#094-02)*

The purpose of this project is to conduct a retreat to find new approaches to coping with abuse. The focus of the retreat is to look at a common definition of abuse, personal reactions and emotional responses to abuse, employee and public rights, documentation and innovative approaches to prevent or control abuse. The project will be multidisciplinary as it involves all hospital departments, Mental Health Services, a nurse-lawyer, social worker, a physician, home care nurses and an educator.

Stettler Hospital Complex, Stettler

Funded: 1991/92 Grant: \$11,500
Anticipated Completion: April 1993
Title: *Workshop on "Stress/Motivation/Self Esteem" (#097-05)*

This project is designed to alleviate work-related stress by promoting improved self esteem in employees. The hospital will provide 1-day workshops on stress, motivation and self-esteem for approximately 77 nurses. Two keynote speakers will conduct the workshop and staff from other health care agencies in the district will be invited to attend. Project funds will cover the costs of the speakers and staff relief.

St. Mary's Health Care Centre, Trochu

Funded: 1992/93 Grant: \$15,750
Anticipated Completion: March 1993
Title: *Personal Best I (#103-02)*

The purpose of this project is to lower stress and increase the care level required to create a positive working atmosphere. Issues such as employee wellness in the areas of stress management, personal development, confidence building, interpersonal relationships and communications will be addressed through a 5-day seminar series. To date, participant response to the seminars has been positive.

St. Mary's Hospital, Camrose

Funded: 1991/92 Grant: \$4,362
Anticipated Completion: April 1993
Title: *Stress Management/Assertiveness*
(#021-06)

This project is designed to provide nurses with information on the sources of stress in their lives, beliefs and behaviour which may increase stress, and practical tools for dealing with stress and communication problems. Nursing staff working on the psychiatric unit have adapted patient programs in stress management, assertiveness training and self-esteem into a format suitable for a 1-day presentation to staff. The goal of the program is to provide information and skill development exercises to assist staff in coping with the demands of their professional and personal roles. To date, three workshops have been held and were received well by staff. Many recommended that this be a mandatory or frequently offered program.

University of Alberta Hospitals, Edmonton

Funded: 1992/93 Grant: \$16,003
Anticipated Completion: June 1993
Title: *Dealing with Distress in a High Stress Workplace* (#044-16)

This project is designed to help staff deal with distress in a high stress setting such as the Emergency Department of a large teaching hospital. The objectives are to develop policies and protocols which define critical incidents (events which have a significant emotional impact on nursing staff), increase awareness of stress management, and identify a structure and key resources to address these issues on an ongoing basis. Five 1-day seminars were conducted in the fall of 1992 for small groups of nursing staff. A peer support team of seven staff were selected through a nomination system and have received two further days of training. A work plan is being developed to describe the direction and future activities of this team. The peer support team will become the focal point for dealing with stress and responding to critical incidents.

Vermilion Health Care Complex, Vermilion

Funded: 1991/92 Grant: \$5,482
Anticipated Completion: May 1993
Title: *Employee Funded Relief Program*
(#108-06)

The Employee Funded Relief Program is a system by which nursing staff are allowed, with prior approval of the employer, to defer salaries and benefits to finance a future leave of absence. Extended paid leave allows time for rejuvenation, remotivation and

revitalization. Employees would be allowed 6 - 12 months leave for any reason. Project activities include: i) hiring of a consultant to develop guidelines for benefit payments, and tenders for financial institutions wishing to administer funds generated by the deferred salaries; ii) modification of the payroll system to accommodate changes required for deferred payments; and iii) development of employee information booklets and application forms. Inservice time would be provided to all who wish to participate in the program. The program has been extended to all hospital staff. However, to this date there is no person enrolled in the program. Economic uncertainty and budget cuts may be the reason. A workshop to help staff deal with financial planning and quality of life issues has been organized.

Issue: Scheduling

Medicine Hat Regional Hospital, Medicine Hat

Funded: 1989/90 Grant: \$85,460
Anticipated Completion: April 1993
Title: *Self-Scheduling* (#079-01)

The purpose of this project is to investigate and implement alternative forms of work scheduling which would meet the needs of both the individual and the organization. Staff nurses were surveyed to determine their satisfaction with existing schedules. Seventy-nine per cent of respondents were satisfied with their ability to work the shift of their choice. However, 38% were dissatisfied with the amount of weekend time off. The results of the inservice evaluation and discussions at unit staff meetings indicated that participants were most interested in self-scheduling. Presently, the final report is complete and being presented to the manager's group of the hospital. An extensive report on scheduling and the impact it has on all aspects of a facility is also being prepared. A working handbook for managers and staff on how to develop master rotations is in rough draft.

Issue: Safety

Alberta Hospital, Edmonton

Alberta Healthcare Association (AHA)

United Nurses of Alberta (SNA)

Staff Nurses Association of Alberta (SNAA)

Registered Psychiatric Nurses Association (RPNAA)

Health Sciences Association of Alberta (HSAA)

Canadian Health Care Guild (CHCG)

Funded: 1992/93 Grant: \$20,000

Anticipated Completion: September 1993

Title: *Staff Abuse Task Force (#137-06)*

Using a collaborative approach between labour, management and government, the Task Force's purpose is to create changes in the health care industry and related jurisdictions that will reduce the incidence of staff abuse in health care organizations and enhance the effectiveness of intervention, once a crisis has occurred. Objectives of the project include: development of a resource manual to facilitate the implementation and maintenance of staff abuse programs in facilities and the development of a provincial strategy/plan for reporting, education, prevention and management of staff abuse. Activities are underway to work collaboratively with the Worker's Compensation Board, Occupational Health and Safety, Alberta Justice and Alberta Health to address some of the problematic issues identified through the Task Force's activities. Educational resources are being identified, reviewed and will be made widely available to facilities, unions and other interested stakeholders. A resource manual is being drafted, outlining a program framework, prevention, victim's support and reporting mechanisms.

William J. Cadzow Hospital, Lac La Biche

Athabasca General and Auxiliary Hospital, Athabasca

Boyle General Hospital, Boyle

Mental and Community Health

Funded: 1992/93 Grant: \$20,962

Anticipated Completion: March 1993

Title: *Non Violent Aggressive/Abusive
Behaviour Prevention Program
(#067-02)*

The purpose of this project is to develop a comprehensive program to effectively deal with aggressive/abusive behaviour including prevention, intervention and follow-up. The program will be designed to meet the needs of patients, staff, visitors and volunteers confronted with aggressive/abusive behaviour. To date, a needs assessment has been compiled and work on the program has been initiated.

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Appendix A
Job Enhancement Advisory Committee
Terms of Reference

PURPOSE:

To advise the Minister of Health on initiatives in Alberta hospitals, nursing homes, community health units, and mental health agencies to promote the retention and job satisfaction of nursing personnel.

MANDATE:

To assist in the implementation of the Job Enhancement Fund by recommending:

- an application process for eligible agencies submitting proposals;
- selection guidelines for proposal review;
- pilot projects for government consideration; and
- guidelines for the type of activities eligible for support through earmarked funds in hospital budgets for job enhancement initiatives.

To assist in the review of staffing guidelines.

To advise on any other nursing-related matters referred by the Minister for the Committee's consideration.

COMPOSITION:

The twelve member Advisory Committee is chaired by Nora Greenley, Vice President, Patient Care Services, Calgary Alberta Children's Hospital. The Vice Chairman is Hildegard Campsall, Executive Director, Peace River Health Unit.

The Committee includes representatives from the following organizations:

Employer

- Alberta Healthcare Association (1 representative)
- Alberta Long Term Care Association (1 representative)
- Council of Teaching Hospitals of Alberta (1 representative)
- Rural Health Care Association of Alberta (1 representative)

Nursing Personnel

- Alberta Association of Registered Nurses (3 representatives)
- Professional Council of Licensed Practical Nurses (1 representative)
- Registered Psychiatric Nurses Association of Alberta (1 representative)

Physicians

- College of Physicians and Surgeons of Alberta (1 representative)

Government

- Alberta Health (represented in an ex-officio capacity)

Appendix B

Members of the Advisory Committee

Committee Members

Ms. Nora Greenley
Vice President
Patient Services
Alberta Children's Hospital
Calgary, Alberta
Chair, Appointed by Minister

Ms. Hildegard Campsall
Executive Director
Peace River Health Unit
Peace River, Alberta
Vice Chair, Appointed by Minister

Ms. Donna Armann
Director of Nursing
Cross Cancer Institute
Edmonton, Alberta
Alberta Association of Registered Nurses

Ms. Shirley Bond
Administrator
George Boyack Nursing Home
Calgary, Alberta
Alberta Long Term Care Association

Ms. Marilyn Foxford
Staff Nurse
Mineral Springs Hospital
Banff, Alberta
Alberta Association of Registered Nurses

Mr. Don Schurman
President
University of Alberta Hospitals
Edmonton, Alberta
Council of Teaching Hospitals of Alberta

Mr. Tom Seaman
Executive Director
Medicine Hat Regional Hospital
Medicine Hat, Alberta
Alberta Healthcare Association

Mr. Lavern Sorgaard
Board Chairman
Queen Elizabeth II Hospital
Grande Prairie, Alberta
Rural Health Care Association of Alberta

Ms. Grace Stanley
Unit Director
Rockyview Hospital
Calgary, Alberta
Alberta Association of Registered Nurses

Ms. Myrna Stokowski
Staff Nurse
Royal Alexandra Hospital
Edmonton, Alberta
Provincial Council of Licensed Practical Nurses

Ms. Jo Winter
President
Registered Psychiatric Nurses
Association of Alberta
Edmonton, Alberta
Registered Psychiatric Nurses Association of Alberta

Previous Members

Ms. Marlene Meyers
President
Calgary General Hospital
Calgary, Alberta
Chairman (1989 - 1991)

Dr. Tim Burns
Internal Medicine
Camrose, Alberta
College of Physicians and Surgeons of Alberta (1989 - 1991)

Ms. Jeanette Sandstra
Staff Nurse
Rocky Mnt. House General
Hospital
Rocky Mnt. House, Alberta
Alberta Association of Registered Nurses (1989 - 1991)

Dr. Grant Campbell
Family Physician
Links Clinic
Edmonton, Alberta
College of Physicians and Surgeons of Alberta (1991 - 1992)

Alberta Health Ex-Officio
Ms. Sharon E. Snell
Provincial Nursing Consultant

Ms. Anne Givens
*Patient Care Consultant - North Region
Hospital Services Branch*

Mr. Orrin Lyseng
*Provincial Coordinator
Mental Health Promotion*

Project Support Staff
Ms. Sara Wright
Project Coordinator

Ms. Keoma Nelson
Administrative Assistant - Secretary

Appendix C

Job Enhancement Fund

Grant Categories

The grant categories were developed from a retrospective analysis of projects approved in the first two years of the Job Enhancement initiative and a review of the nursing literature related to worklife issues.

1. Decision Making/Management Practice

Meaningful input to clinical, administrative, policy, budget and board decision making processes is required as well as more autonomy in day to day decision making. The problem of lack of input to decision making may relate to management values, practices and attitudes that result in a command or hierarchical organizational structure.

2. Communication/Team Building

Team building among all members of the health care team is identified as a means to establishing cooperative patient centred care and respect for the contribution that each person makes. Improvement in lateral, vertical, departmental and inter-departmental two-way communication is required.

3. Recognition of Knowledge, Skills and Ability

Recognition of knowledge, skills and ability results in increased esteem, motivation, satisfaction and effectiveness. Opportunities for clinical advancement or promotion, innovation in meeting special needs of patients, and professional development to enhance knowledge and skills are viewed as forms of recognition.

4. Childcare

Because nurses are predominantly female there is a problem with availability of childcare facilities especially for evenings, nights, weekends and call back on short notice.

5. Workload Control

Workload control refers to the development of new systems that free up nurses to provide direct quality care. New documentation/charting systems or collaborative decision making processes that support the use of nursing patient classification information to control workload are examples.

6. Stress Management

This issue relates to the diverse often unpredictable demands placed on nurses because of the intense, demanding nature of their work, the demands of personal life, and the strategies that might assist employees to better cope with stress.

7. Scheduling

Scheduling concerns relate to hours of work and resulting lack of flexibility in planning personal life. Self scheduling, improved rotations, modified work weeks and job sharing are examples of initiatives to address this issue.

8. Safety

Staff abuse, hazards in the work place, and security issues fall within this category of nursing worklife concerns.

9. Non Nursing Duties

Non nursing duties include tasks that can be done more cost-effectively by other categories of workers. Examples include portering, cleaning, stocking supplies, secretarial/receptionist functions and the like.

Appendix D
Job Enhancement Fund
Criteria for Funding Projects

1. Support Throughout Organization

- Evidence of nursing staff input to identification and priority setting of issues for job enhancement.
- Inclusion of consultation and communication with all appropriate nursing staff in proposal development.
- Identifies others in addition to nurses in target groups who would directly benefit or be impacted by initiative.
- Input from target groups, other than nursing, in development of proposal.

2. Objectives

- Clearly stated and measurable.
- Include a focus on outcomes; positive change in quality of worklife or professional recognition as a result of proposal.

3. Innovative

- New method of doing things for the particular organization that will enhance nurse satisfaction.

4. Universal Application

- New process could be readily used by other organizations.
- End product could be implemented in other organizations without a major cost impact.

5. Implementation Plan

- Outlines major activities for implementation - not only completion of tasks (phases/steps).
- Timelines appear to be realistic.

6. Budget

- Budget is complete, including cost share, and clearly related to implementation plan.

7. Evaluation

- Identifies plan to monitor project while in progress (concurrent).
- Includes plan to conduct evaluation after project is completed (post completion).
- Includes milestones that reflect significant outcomes as measures of progress.

8. Overall Quality of Proposal: Will Make a Difference in Long Run

- A well thought through proposal that is well integrated. It not only meets the technical requirements but also demonstrates a clear understanding of the purposes of job enhancement as reflected in discussion of issues and goal statement.

NOTE: Detailed information is included in the application package for proposals submitted under the Job Enhancement Fund.

Appendix E

Funded Projects Listed by Agency

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